

Redevelopment Study

For The

Truman Road Corridor Study Area

City of Kansas City, Missouri

Existing Conditions Assessment Phase I Technical Memorandum

**Prepared For The
City Planning & Development Department**

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I. INTRODUCTION AND SETTING OVERVIEW

The purpose of this report is to summarize the Phase I results of the Truman Road Corridor Study. **Phase I, Existing Conditions Assessment**, is the investigation phase of a two-part study. **Phase II** will focus on the **Development Opportunities and Implementation Strategies** for the Corridor Study Area. This analysis is prepared in anticipation of a community workshop to review these findings and obtain additional input from the Corridor businesses and surrounding neighborhoods. This report and the results from the community workshop will provide the foundation for the Phase II analysis and recommendations.

The Truman Road Corridor Study Area consists of a long commercial and industrial corridor, approximately 2.6 miles in length. The Corridor Study Area generally comprises the properties fronting to Truman Road from approximately Interstate 70 on the west to Interstate 435 on the east. The Corridor Study Area lies east of the City's downtown core and west of the Blue Valley Industrial Area. The Blue Valley River runs north/south at the eastern end of the Corridor Study Area. A map depicting the Corridor Study Area is provided on **Plate 1** in **Appendix A**.

A. HISTORY OF THE AREA

Truman Road, since the late nineteenth century, has served two important functions: it has been a major east/west traffic arterial, and a location for both regional and neighborhood oriented businesses. However, like urban core areas in many major cities, the area around the Truman Road Corridor has changed as a consequence of suburbanization, aging, and other interrelated factors. Because of this, the role of Truman Road within the Corridor Study Area and beyond has changed and declined.

For some 100 years, Truman Road (formerly known as Blue Avenue and Fifteenth Street) has run through northern Jackson County to the eastern County line. For decades, it was one of only two or three roadways between downtown Kansas City and the County Seat (old Square) in the City of Independence to the east. In 1963, an elevated viaduct over the Blue Valley (including the Blue River, the rail lines, and industrial uses) was finally completed to address decades of traffic congestion on Truman Road at the railroad crossings. With the completion of Interstate 70 across the County in the 1960's, and the decline of the Blue Valley industrial area as an employment center in recent years, Truman Road's role as a regional arterial has diminished. Nonetheless, its' wide, four-lane profile and intersection with major highways continue to make it a very accessible location within the Metropolitan Area.

The residential neighborhoods along the Corridor Study Area, and in northeast and east-central Kansas City as a whole, largely developed before World War II. While limited residential development began before the turn of the Century, most of the development followed the rapid industrial/commercial expansion in greater Kansas City and the Blue Valley Industrial Area, specifically. Since public transit has served much, if not all of the

corridor since before 1900, these residential areas were not only accessible to the nearby Blue Valley industrial district and northeast railroad yards, but were reasonably accessible to the other employment centers in greater Kansas City.

Truman Road, within the Corridor Study Area, appears to have evolved early with a mix of businesses that either serve the surrounding neighborhoods or are regional in their markets and orientation. From general observation, it appears that the number of businesses with a regional orientation may have increased (except in the Blue Valley) in the last few decades, while the retail and service uses have declined in number and quality.

This Phase I report examines the status of the Corridor Study Area today and begins to consider options for the future. Understanding the history of how Truman Road arrived at its current condition assists in formulating direction for its future. The next sections of this report examine various existing conditions found in the Corridor Study Area today and then presents some initial recommendations for future redevelopment opportunities.

B. EXISTING STUDIES AND PLANS

This analysis is taking place in the context of a number of other studies, including the Citywide Focus Plans and Neighborhood Assessments, as well as earlier plans and studies for adjacent neighborhoods. The information in these documents is used throughout this analysis, as appropriate. The action recommendations from the series of Neighborhood Assessments will be more fully explored and incorporated, as appropriate, in Phase II during the formulation of recommendations and implementation steps for the Corridor Study Area. A list of the documents provided to the Consulting Team for use in this analysis is included in **Appendix B**.

C. CHARACTER OF THE AREA AND SURROUNDING NEIGHBORHOODS

Truman Road is the primary commercial corridor supporting the surrounding neighborhoods. As such, its physical and economic conditions have a significant impact on the viability of the adjacent neighborhoods. Once, Truman Road was a vibrant commercial corridor providing a locus for jobs, retail, and service commercial uses serving the residents in its environs. Today, the Corridor Study Area suffers dramatically from a lack of investment. The land uses fronting on Truman Road represent a drastic underutilization of the land and the economic potential of a major arterial location. Truman Road is not only no longer a source of employment, but it is lacking in those types of retail and service commercial uses that would serve the residential population. **Plate 2, Neighborhood Boundaries**, in **Appendix A** displays the general boundaries of the immediately adjacent neighborhoods.

The Focus Assessment reports paint a picture of a variety of neighborhoods, each with its own characteristics, strengths and weaknesses. The substance of the Focus Assessments will not be restated here, but a few key points are pertinent to this analysis.

First, the surrounding neighborhoods clearly have a strong community orientation and have expressed a strong commitment towards neighborhood improvements, activities, and goals. Secondly, the neighborhoods are a mix of older, single-family neighborhoods that have suffered from the typical pattern of disinvestments; neighborhoods undergoing renewal and reinvestment; and neighborhoods that have experienced reinvestment and are committed to maintaining their stability. Third, these are primarily single-family neighborhoods in a moderately dense, urban setting.



Example of a residential area just off Truman Road.

II. EXISTING LAND USE CHARACTERISTICS

The Truman Road Corridor Study Area is a mix of industrial and commercial type uses along its frontage. There are a few residential units remaining, but most of these have been converted to commercial use. **Plate 3 in Appendix A**, displays the patterns of **Existing Land Use** within the Corridor Study Area. Today, the pattern of uses indicates a gross economic underutilization of potentially useful and valuable property. Land uses throughout the Corridor Study Area reflect a very low level of economic activity. There have been several significant projects implemented over the past three to four years, and one is now underway; but throughout most of the Corridor Study Area, there are few signs of any significant new private investment.

A. PATTERNS OF DEVELOPMENT

At the west end of the Corridor Study Area, both the public and private sectors have made significant new investment. Rehabilitation of the old Sears distribution building was undertaken by the United States Postal Service (USPS) for a new Postal Service distribution center. In addition to the adaptive reuse of an existing structure, the new facility will bring 1,600 new jobs to the area, adding a potential source of economic activity upon which the Corridor Study Area may be able to capitalize. In addition, the City's Economic Development Corporation is facilitating the reuse of a portion of this same property that is surplus to the USPS for new corporate offices and a warehouse distribution center for Belfonte Ice Cream. This project will bring 110 new jobs to the Corridor Study Area upon completion, and another 15 jobs over the next three years. Additional private sector investment on the western end occurred recently with the construction of Metal by the Foot, a light industrial use employing 13 people.

There are additional anchoring uses found in the Corridor Study Area. One of these is the St. Paul School of Theology campus. Located at the intersection of Truman Road and Van Brunt Boulevard, this beautiful and well-maintained campus provides a stabilizing influence at the center of the Corridor Study Area. Approximately 340 students are enrolled at St. Paul's each year, and the campus is expanding through the purchase of several properties to the east along Hardesty Avenue. Not only does this facility set a positive example, but members of the St. Paul's community have also assumed a leadership role in working for the betterment of the Corridor Study Area. The 43-acre Elmwood Cemetery, diagonally across the street from St. Paul's, provides a visual anchor and is a designated National Historic Landmark; the only site designated as historically significant in the Corridor Study Area.

Another significant public investment is the City Fire Department's new Fire Station 27 located at the intersection of Bennington Avenue and Truman Road. In addition to its fire protection function, this facility is the home of the Department's Hazardous Materials Division. Known as HazMat 71, this Division serves the entire City from this location. The construction of this facility required the assembly of several properties and has brought 32 jobs to the Corridor Study Area.

Immediately adjacent is the recently expanded Salvation Army building, representing a significant investment by an important not-for-profit organization. Another important public building is the Manchester School, located at the eastern end of the Corridor Study Area. Used now as an elementary school, the School District plans to transfer these students to a building now undergoing rehabilitation. The 1999-2000 school year is the last year for which the District has plans for the use of this building. The District has not yet determined how or if it will continue to use the building. Other important public/semi public land uses include churches, such as the Centropolis Baptist Church, or the Love United Missionary Baptist Church.



View of St. Paul School of Theology campus from Truman Road.

Commercial and industrial uses are found through the length of the Corridor Study Area. The western portion displays a tendency towards more industrial uses, while the eastern portion of the Corridor Study Area leans towards typical retail uses, except at the intersection of Truman Road and Winchester Avenue where there is a concentration of industrial uses. There are some very interesting aspects to this land use pattern, however.

First, given that the Corridor Study Area is bordered by concentrations of single-family neighborhoods, there are very few retail uses that provide products and services in the traditional sense. The Aldi's, the Thriftway, the Laundromat, the QuickTrip, and Susan's Florist, are all retail uses that provide goods and services for the residential population. Many of the commercial uses, while they are "retail" uses, are not retailers that provide daily goods and services for the residential population. For example, Croft Trailer Sales, Cash Bargain Lumber, and the GSM Corporation Forklift Sales are important sales producing uses, but offer goods and services for a regional or business-to-business market.

Similarly, auto-related uses are a dominant commercial use throughout the Corridor Study Area. These include used car sales, auto-parts, auto repair, salvage yards, muffler shops, tire shops, etc. Many of these uses, including as well as some that target the non-residential market, lie in the "gray area" between typical commercial uses and light industrial type uses. The exterior characteristics of these types of uses, such as noise,

outdoor storage needs, aesthetics, site design, layout and maintenance, more closely reflect characteristics of light industrial type uses. This can pose difficulties for the residential uses adjacent to these properties.

The land use pattern along Truman Road reflects its long history. Typical of such older urban corridors, the land uses and buildings are generally small parcels narrow in width and shallow in depth. This building and parcel configuration no longer meets the needs of commercial and industrial uses. Commercial uses, constructed at the time economic activity along Truman Road was highest, were generally smaller shops that needed little parking; nothing like the “big box” developments we see today that demand several acres to accommodate one or two retailers. The need for the consolidation of several parcels under one owner was a rarity. Industrial uses today also require single story structure with large floor plates. The vertical warehouses and factories no longer serve their original purposes. The buildings and parcels along Truman Road remain in this obsolete configuration, though the potential is there for parcel assembly to create lots meeting modern real estate requirements.

Ownership patterns play a role when examining the potential for reuse of properties and land assembly to facilitate redevelopment. The Corridor Study Area’s ownership patterns today are the result of its development history. Ownership of the frontage properties is wide-ranging and diverse. There are no dominant landowners, though there are many owners who control more than one parcel. It is typical to find independent ownership of each parcel on a block. The Thriftway site, St. Paul School of Theology, and the USPS sites are exceptions to this observation, as are a few others. Fortunately, there appear to be very few parcels that have ended up in public ownership due to abandonment or tax delinquencies. Those parcels in public ownership are generally occupied by a public use, such as the Manchester School site, the City’s HazMat facility, or the USPS retail facility. Interestingly, there are very few parcels that are held by a corporation, including pension fund investments or institutional real estate investment entities. Most parcels are held by private individuals or by the corporate entity operating the business, such as Aldi’s Corporation or Central Bank of Kansas City. The advantage of this is that ownership is generally local and held by individuals who have likely retained ownership for some time, giving them a personal “stake” in the future of Truman Road.

The platting characteristics of the area are typical for an older section of a major city. This section of Kansas City is platted on a standard grid pattern. The only major deviations from the grid are the railroad lines that run at a diagonal, and Van Brundt Boulevard. Streets feed from north to south to connect to Truman Road, with east to west access provided by local streets traversing the neighborhoods.

Elmwood Cemetery was probably already in existence when the adjacent Elmwood Park subdivision was platted. Other large subdivision names include Kensington, East Kensington, Brighton Park, Hardesty Park, Munroe Heights, High Point, Centropolis and Manchester Heights. Manchester School and the Cash Bargain Lumber sit on the site of a large tract platted as the Thomas J. Hughes Land.

The parcels that front along Truman Road were platted in small lots, some offering only 20' of width along the Truman Road frontage. Typical parcel length is one half of a block, yielding a depth of about 130 feet. This is a very narrow depth for commercial properties today. Some parcels have been combined over time to create larger sites with greater depth, such as the Thriftway site, or the new Hazmat facility. Today, most commercial and industrial users require larger lots, with both greater frontage to the road and greater depth. This is to accommodate onsite surface parking, to provide for the larger building sizes needed today as well as landscaped and buffering areas, and to create greater visibility for the enterprise from the street.

B. EXISTING ZONING

Both the existing use and reuse of property is also heavily influenced by the zoning classifications assigned to each parcel. Kansas City's zoning ordinance provides for a complex series of classifications whereby there are multiple districts that accommodate varying types of residential, commercial and industrial uses, reflecting the complexity of land uses found in a dense urban environment. For example, there are fourteen (14) separate zoning categories for commercial uses. The zoning districts that are found in the Corridor Study Area are displayed on **Plate 4, Existing Zoning** in **Appendix A**.

Clearly influenced by historical land use patterns, the City has designated the parcels west of Elmwood Cemetery primarily for industrial type uses. These western parcels north of Truman Road carry a zoning classification of M-2a, Heavy Industrial. Many of the parcels south of Truman Road in this section are also zoned M-2a. This zoning designation would appear to conflict with some of the existing uses, such as the Family Thrift store and Jet's Lounge. Robert's Supermarket lies in an M-1, Light Industrial zoning district. The new USPS distribution facility is zoned for M-3P, for Heavy Industrial use also.

Parcels across from Elmwood Cemetery carry a zoning classification of C-3a2, for Intermediate Business. The designated purpose for this District is for: "large-scale commercial development designed to serve regional trade areas with greater height and bulk than in district C-3a1". (Sec. 80-152). In other words, this designation is intended for more intensive uses with a regional market area, yet are not classified as light industrial uses. This designation seems to fit many of the uses across from the Cemetery, which includes the Croft Trailer Sales business.

East of the Cemetery, the primary zoning designation is C-2, Local Retail Business. This designation allows for auto-related uses that are found throughout the Corridor Study Area. At the eastern end, the National Tool Warehouse carries an M-1P, Light Industrial designation. The Cash Bargain Lumber also carries this classification. While this is an appropriate zoning category for this use, this land use conflicts with the public school on the adjacent parcel. Reuse of the School building for a use other than school-related functions may be complicated due to the neighboring land uses. Parcels at the eastern end of the Corridor Study Area are appropriately designated for industrial uses.

C. EXISTING REDEVELOPMENT AREAS

The legal designation of Redevelopment Areas under Missouri's redevelopment laws assists in facilitating land use change, encouraging rehabilitation of properties, the demolition of deteriorated and outmoded structures, adaptive reuse, and new construction. There do not appear to be any Redevelopment Areas designated under any Missouri redevelopment statutes for properties within the Corridor Study Area. In the late 1970's, the Land Clearance for Redevelopment Authority of Kansas City designated an area south of Truman Road as the "East 23rd Street Urban Renewal Area" (NDP No. Mo A-1, Area 15) and adopted an Urban Renewal Plan. This Plan facilitated the redevelopment of this residential area and resulted in the new Renaissance Homes subdivision.

III. PHYSICAL CONDITIONS

A. CORRIDOR STUDY AREA BUILDING AND SITE CONDITIONS

The physical condition of an area plays a major role in its market appeal; ability of the businesses to attract and keep customers; and the pride and value both the business community and the adjacent neighborhoods feel towards a place. The Project Team conducted windshield field investigations of the existing physical conditions of the Corridor Study Area on June 30, 1999 and January 20, 2000. The results were not encouraging. At least 85% of the buildings in the Corridor Study Area are estimated to be 35 years of age or older. Between 25 and 35 years of age, a building will typically need a considerable amount of reinvestment, such as tuck pointing, new roofs, new HVAC systems, general updating; etc. It is clear that such reinvestment has not occurred over time. While there are exceptions to this statement, generally, building conditions throughout the Corridor Study Area are declining.

Table 4, Existing Conditions Summary, displayed on the next page provides a summary of the types of conditions observed. Building conditions are fluid and are somewhat subjective without conducting a full-scale code inspection of each structure. The Survey does provide an overview of the types and extent of exterior conditions found. The conditions identified are those that are commonly used in Missouri's redevelopment statutes as indicators of blight or areas requiring assistance.

The field investigation results found that almost all buildings (96%), other than the newly constructed facilities, show signs of depreciation of physical maintenance. Almost 40% of the structures were identified as exhibiting deterioration. Fortunately, only 3% of the total structures were identified as being in such poor condition as to be dilapidated. Conditions of obsolescence were exhibited by 40% of the structures. There were 18 buildings, or 7% of the total, that appeared to be partially or 100% vacant. Nearly 40% of the buildings observed were found to exhibit obsolescence.

Table 1
Existing Conditions Summary ¹

Observed Existing Condition	Number of Instances Observed	Percentage of Total Buildings Exhibiting Condition
Total Number of Buildings	246	NA
Buildings 35 Years or Older	209	85%
Dilapidation	7	3%
Obsolescence	96	39%
Deterioration	94	38%
Illegal Use of Individual Structures	1	0%
Presence of Structures Below Code	55	22%
Abandonment	4	2%
Excessive Vacancy	18	7%
Over-crowding of Structures	0	0%
Lack of Ventilation, Light or Sanitary Facilities	3	1%
Inadequate Utilities	0	0%
Excessive Land Coverage	53	22%
Deleterious Land Use & Layout	26	11%
Depreciation of Physical Maintenance	236	96%
Lack of Community Planning	20	8%
Defective or Inadequate Street Layout	0	0%
Unsanitary or Unsafe Conditions	0	0%
Deterioration of Site Improvements	0	0%
Improper Subdivision or Obsolete Platting	29	12%
Existence of Conditions Which Endanger Life or Property	4	2%
Totals Instances of Conditions	855	NA

¹ Based on field investigations dated June 30, 1999 and January 20, 2000 by PGAV.

The survey results provide a picture of an aging area experiencing physical depreciation, deterioration, and obsolescence. These conditions are indicative of an area where it is no longer economically viable for property owners to reinvest. Therefore, only minimal maintenance is undertaken as a general rule. The high rate of occurrence of these factors illustrates the prevalence of these conditions throughout the Corridor Study Area. Problems associated with disinvestment are not isolated to only certain blocks, but are found throughout the length of the Corridor Study Area.



Example of dilapidated building and poor site conditions. Note the poor screening of the outdoor storage. This vacant, obsolete commercial building and its two plus acre site are for sale. The site will need to be cleared to put it into productive use for a quality tenant.

The frequent use of temporary manufactured buildings as permanent office space contributes to this problem. These structures are not designed for long-term use under commercial conditions and deteriorate easily. Manufactured housing is not recommended as a permanent solution to commercial space needs, but several of these types of units are clearly in use as permanent structures. These seem to be particularly employed by auto-related uses, particularly the used car lots. The presence of these structures portrays the Corridor Study Area as a place that is not “good enough” for investment in a permanent building.

In addition to the building conditions, lot conditions throughout this area are often poor. Overgrown weeds, yard debris, poorly maintained parking lots, and deteriorated fencing are found throughout the Corridor Study Area. The worst conditions are found in those lots with some type of outdoor storage. Used car lots, for example, are often poorly maintained, lack screening, are overgrown and exhibit poor signage. When combined with the use of manufactured housing, the conditions found on these lots are generally poor.

The salvage yards exhibit the most severe conditions found in the Corridor Study Area. Though these typically occupy second tier properties (properties behind the properties fronting along Truman Road), they are visible from Truman Road. These conditions detract, almost more than any other, from the viability of Truman Road. The conditions associated with these yards are deplorable, particularly for a dense, urban environment. Within these yards are stored all manner of derelict autos, trailers, buses, trucks, and mobile homes as well as all kinds of machinery. These yards are either poorly screened, or lack screening altogether. The lot areas are not maintained, such that weeds grow high between the vehicles. Though none were visible during the field investigation, this is a prime environment for vermin. The apparent lack of regulatory enforcement has permitted the owners to expand their yards onto the public right-of-way. Derelict vehicles are parked in the public rights-of-way, clearly towed to the spot and left there. The apparent lack of regulatory enforcement has also allowed dumping to occur unabated. Tires, bedding, trash bags and all manner of debris were observed as having been dumped in the public rights-of-way. Given their size and the acres filled with salvage, these yards appear to have been allowed to operate this way for decades. Clearly, these conditions cannot be allowed to continue if the City desires to stimulate new investment along Truman Road.



Salvage yard exhibiting severely deteriorated site conditions. Note the derelict vehicles stored in the public right-of-way.



Another example of derelict vehicles stored in the public right-of-way, as well as, the illegal dumping of trash.

B. REDEVELOPMENT IMPLICATIONS

This information reveals that, other than the newer facilities, most of the buildings along Truman Road require extensive reinvestment. These aging buildings are in need of a wide range of improvements, from routine maintenance to total rehabilitation. Many of the structures are also now obsolete, either for their originally intended use or for any reuse. These conditions will only worsen with time without substantial change. The only market for these buildings will continue to be users who are looking for low rent space. Low rents will continue to suppress an owners' ability to reinvest in the property. As such, the area will continue to be underutilized, and it will be difficult for increased economic activity to occur.

Substantial change in this cycle will have to begin by the use of State and local initiatives to facilitate change. While buildings such as Metal by the Foot, the new USPS facility, the City's new HazMat facility, and the expanded Salvation Army building all represent positive reinvestment in the Corridor Study Area, these cannot counteract the continued private disinvestment that is occurring, because the scope of the disinvestments is much greater.

Code enforcement is a key component of this process. The City must first be willing to commit the resources necessary to undertake concentrated code enforcement of the area. When conditions are allowed to continue to deteriorate, it sends a clear message to the area that the City is ignoring an area. While other avenues must be included in an overall economic development program, the enforcement of the City's own codes to remedy these appalling lot conditions will go a long way towards facilitating new investment. New investors to the area will be hesitant to risk their dollars in an area where such conditions are allowed to occur. It gives them no assurance that such conditions would not be allowed to occur adjacent to their new investment or that the market for their project might be negatively impacted by such a situation.

These concerns also relate to the adjacent residential neighborhoods. Though not surveyed in detail, observation of the bordering residential areas indicated a lack of housing code enforcement. Single-family homes were observed in dilapidated condition that appeared to still be occupied. Some units were boarded up and should be torn down as soon as possible. Structural problems, failing foundations, falling porches, deteriorated roofs, broken windows, yard debris, overgrown weeds, deteriorated and missing siding, inoperable vehicles and other machinery, and dilapidated ancillary structures, were all observed in the residential neighborhoods. Typically, those houses nearest the commercial frontage on Truman Road exhibited the worse conditions.



Illegal dumping on the corner of an otherwise neat and well-kept neighborhood.

On the other hand, many neighborhoods were observed as having a stable housing stock. Though these were also older houses, they have been well maintained and cared for by their owners. Where the deteriorated housing conditions exist, they are also a blighting influence on the commercial corridor, as well as the stable single-family neighborhoods. Any economic development program will need to incorporate a code enforcement, demolition, and housing improvement program for these neighborhoods in order to be successful. Just as the adverse conditions of the commercial properties will negatively impact future private investment, so will the poor housing conditions adjacent to the commercial corridor.

IV. INFRASTRUCTURE

Truman Road is a primary east/west arterial serving the City from the south edge of the downtown loop all the way to the City of Independence. This section of Truman Road is a four-lane roadway with on-street parking permitted on both sides along most of its length through the Corridor Study Area. The City defines a primary arterial as “a higher order, interregional road in the street hierarchy, whose “main function is to move through traffic, yet accommodate major access points from abutting properties”.¹

Like most arterial streets of its day, Truman Road was constructed to serve the dual function of serving both thru traffic and local traffic (i.e. serving the businesses along its frontage). As such, in addition to the traffic signals, movement is slowed by the numerous turning movements resulting from direct access to individual properties. Because of the City’s grid system, thru traffic must negotiate the traffic signals found at the numerous intersections that transect the roadway.

What this means is that as a pure transportation corridor, there are numerous roadblocks to the efficient flow of traffic. However, from an economic development perspective, taking advantage of the direct access from a major arterial is a marketing advantage. There appear to be opportunities for developers and private investors to take advantage of this situation.

Data in the Blue Valley Neighborhood Plan (June 1997) states that the traffic counts on this segment of Truman Road were 8,430 Average Daily Trips (ADT’s). This is actually a low figure for a primary arterial, which typically reach 10,000 plus ADT’s. The combination of the few number of high traffic destination points within the Corridor Study Area, coupled by the efficiencies the highway system now provides for thru traffic, are most likely the causes of this low traffic count. It would appear that this segment of Truman Road is low-functioning as a major arterial.

¹ Information from Appendix A6: Street Hierarchy, of the Blue Valley Neighborhood Plan, June 1997.

As noted previously, the Corridor Study Area is bounded by Interstate 70 on the west and Hwy 435 on the east. This access is a distinct marketing advantage for industrial type operations, especially those that require trucking to transport their goods. This immediate access to the highway system has already proven itself a powerful draw, with the new U.S. Postal facility and the proposed new Belfonte warehouse/distribution center now on the drawing boards. In addition to the highway system, the Corridor Study Area is bracketed by railroad tracks. One set of tracks traverses northeast/southwest on the west; the other set of tracks lies in a generally north/south direction at the east end of the Corridor Study Area in the Blue Valley Industrial Area.

This section of Truman Road is also served by the City's bus system. Information from the Kansas City Area Transportation Authority (KCATA) states that the major bus route directly serving Truman Road is the Independence Express, which provides access to areas to the east and connections west to downtown Kansas City. Other east/west routes are available from 12th Street to the north and on Independence Avenue, further to the north. The 12th Street route provides a north/south segment down Jackson to Truman Road. This bus route access provides yet another advantage to a business seeking a location in this area of the City. In addition, the Downtown Airport provides an excellent facility for business travel and is only minutes away from the Corridor Study Area.

Though the transportation system appears to be in good condition to serve the Corridor Study Area, the stormwater drainage system is woefully inadequate. Information provided by the City's Stormwater Engineering Division indicates that the stormwater system is undersized for the capacity it must now carry. These sewers are old and, though they may have been adequate, growth and development that has occurred over the years now taxes this system. As is true for most metropolitan areas, only recently have cities begun to grapple with cumulative impact of development on stormwater flow, resulting in requirements for limits on off-site impacts and stormwater detention. Development in older urban areas, such as the Truman Road Corridor Study Area, did not have the benefit of those safeguards at the time the area was developed. Unfortunately, the sewers in this area are still combined storm and sanitary sewers, which causes significant problems when the system overflows.

The most significant problem occurs at the railroad underpass at the western end of the Corridor Study Area. This segment of roadway experiences severe flooding, including reaching a high enough elevation to flood neighboring businesses. This problem is severe and will be a significant impediment to redevelopment of the Corridor Study Area, particularly for uses such as warehouse and distribution or other industrial uses. The City recognizes the problem and responds by making this catch basin a priority for emergency clean-out operations when it rains in an effort to keep it clear. However, no funds have been allocated to remedy this situation.



Storm water flooding at the railroad overpass and Truman Road. Note the flood level in relation to the public phone.
Photo by Metal by the Foot

In addition to the railroad underpass, citizens at the Blue Valley Neighborhood Assessment identified the intersection of Truman Road and Van Brundt as experiencing significant stormwater drainage problems, as well.

As with most stormwater problems, this is a part of a larger system capacity problem that reaches far beyond this one section of the system. The City is now undertaking a series of watershed studies to begin to address these issues. However, the remediation of this problem must be a part of any economic redevelopment program for this Corridor, Study Area or any efforts to facilitate significant reinvestment will be encumbered. As previously indicated, one of the key selling points of the area is the ease of access to the highway system. If a company feels that this access may be impeded by high water, even if only occasionally, it will impact their location decisions.

The grid road system does provide for easy access by the City's life safety services. In addition to the City's Fire Station No. 27/HazMat Station No. 71 on Truman Road, there is easy access from Fire Station 13, located on Independence Avenue and Van Brundt; Fire Station 24 located at Hardesty and 20th Street, to the south; and Fire Station #10 at East 9th near The Paseo. Police patrol the area regularly and the City provides ambulance services, as well.

V. VISUAL EXPERIENCE

The visual experience of an area is far more than just a concern of “aesthetics”. The quality of that experience has critical economic implications. A positive visual environment creates a feeling of pride, welcomes customers into an area, and creates a sense of identity and community. The impression one is left with gives a sense of the level of economic health of an area. In other words, an area of high quality and good design conveys a sense of positive economic environment. Conversely, a poor visual experience conveys a sense of struggling area with a low level of commitment on the part of the businesses and residents.

Truman Road is a commercial corridor visually dominated by its commercial and industrial uses. Occasionally, residential and institutional structures are interspersed along the street frontage. Just one block north and south of Truman Road, the visual character typically changes to residential neighborhoods dominated by single-family homes. Relief from the building elements along the Truman Road facade is provided by the open space at Elmwood Cemetery, St. Paul’s and the Blue River.

A. VISUAL QUALITY

Visual quality is based on the design and condition of both structures and their sites. Buildings along the Corridor Study Area generally are in fair to poor physical condition. A few are in very good condition. The fact that the majority of buildings along Truman Road are only one and two stories tall is beneficial to the visual quality of the Corridor Study Area, as they are more pedestrian in scale and more compatible in size with the surrounding single-family homes.

Lot areas within the Corridor Study Area are less attractive than the buildings, significantly detracting from the entire street environment. As previously described, many vacant sites are covered with trash and are not well maintained. In addition to the poor condition of the salvage yards, many parking lots and storage areas contain unsightly vehicles, equipment and trash. The majority of site improvements including pavement, signage, lighting, fencing, etc. are in need of repair or complete reconstruction and are unsightly in appearance.



Poor screening of unsightly outdoor storage.

The numerous used automobile-related businesses create a lasting visual image for visitors to the Corridor Study Area. This impression is initiated at both ends of the Corridor Study Area by the presence of a major dealership near I-70 and by two auto parts businesses near I-435; and is repeated by the auto-related businesses in between. The poor physical condition of many of these businesses reflects badly on the Corridor Study Area.

Another factor contributing to the visual image of the Corridor Study Area is the repetition of a few specific elements -- non-descript buildings, parking lots, and vacant lots. This repetition is only occasionally broken by the open space of the Cemetery and St. Paul School of Theology, and by architecturally interesting buildings such as the churches and the fire station. As such, when one looks down the street from any direction, there is little to attract interest or draw one to a particular business or feature. Instead, one sees a lot of sameness with little that distinguishes one block from the next. From a market perspective, the visual quality of the area does not reach out and invite an investor or consumer to stop along this segment of Truman Road, as opposed to anywhere else on any other commercial corridor.

B. STREETScape & LANDSCAPE

Streetscape improvements are generally non-existent. Sidewalks are generally in good condition, but are not accompanied by street trees, ornamental lighting, or any other amenities (e.g. benches, trash receptacles, neighborhood markers, etc.) that create a pleasing appearance. There are only ten street trees (within the right-of-way) along this segment of Truman Road. Throughout the Corridor Study Area, overhead power lines run along one side of the road, and an overhead electric service line for streetlights runs along the other. All of the parking lots throughout the Corridor Study Area lack screening and landscaping. While standards for such design elements were undoubtedly adopted long after most of these buildings were first constructed, the absence of these elements contributes to poor visual quality along Truman Road. In areas North of Truman Road and West of Elmwood Cemetery, the visual quality is very poor, due to trash and abandoned vehicles in the streets and views of junkyards on certain properties. Landscaping is not used to screen unsightly views from streets, and fencing, if used, is in poor condition.

C. MAJOR VISUAL FEATURES

The Corridor Study Area is fortunate to contain several unique and special features that can provide visual interest. These include the following:

- Elmwood Cemetery;
- VanBrunt Boulevard;
- St. Paul School of Theology;
- Manchester School;
- The Old Theater Building;
- Fire Station No. 27 (Hazmat Facility); and
- Various Church Buildings.

However, most of these features do not have treatments or signage allowing them to be readily appreciated/noticed. The exceptions, St. Paul's, Fire Station # 27 and Elmwood Cemetery, are recognized due to their size and appropriate signage. With appropriate enhancements, each of these features could make a more significant positive impact on the visual quality of the Corridor Study Area.

D. SIGNAGE & IDENTIFICATION

Along the Corridor Study Area, commercial signage creates visual clutter. Signs are present in a wide range of sizes and types: signs painted on storefront windows, monument signs, pylon signs and billboard signs. There are approximately 47 pylon signs (pole-mounted signs more than 10' in height) and 13 billboards. Many of the pylon and

monument signs are in poor condition. Due to their condition, number, and inconsistency, signs along the Corridor Study Area detract from visual quality.

Many signs may be in violation of City requirements. A survey by the City would be necessary to determine which signs are in violation under the City's sign ordinance. Some signs, though they may not comply with current standards, may be "grandfathered" (i.e., considered legal signs) because they were approved under previous standards. However, a survey of all the signage by the City, and subsequent enforcement of the City's standards, should assist in alleviating some of the sign problems now in evidence. Unified design standards for this segment of the Truman Road Corridor should also be explored to create a more pleasing environment and greater sense of identity.



Example of a streetscape view of cluttered signage, billboards, and a lack of streetscape features such as trees, trash receptacles, ornamental lighting, benches, etc.

Signage within the Corridor Study Area only occasionally provides appropriate identification of important features within and adjacent to the Corridor. Direction and distance to

numerous destinations: schools, parks, elderly apartment towers, etc., could be identified to help travelers and residents. In addition, signs could identify features such as the railroads, river, historic buildings/sites and neighborhoods in order to create a more pleasing/interesting visual character. Signs indicating distances and directions to Independence and Downtown Kansas City would be beneficial, too.

In addition to directional signage, signage can be used to create identity. As observed earlier, little distinguishes this long commercial corridor from any other segment of Truman Road or any similar commercial corridors. Establishing an identity can assist in creating something distinctive about this area. Signage that reflects a theme and a sense of place greatly assists in creating character and identity. Corridor entryway signs, banners, coordinated signage, as well as coordinated streetscape features can create a united environment that stimulates pride and a sense of ownership and place. All of this is lacking in the Corridor Study Area.

In summary, the visual quality of the Corridor Study Area detracts heavily from the locational advantages the Corridor Study Area offers. The vacant buildings; deteriorated site conditions; the lack of landscape and streetscape elements; lack of contrast and features of visual interest; and the abundance of auto-related businesses exhibiting poor site conditions all contribute to this poor visual quality. Adding to this mix is the abundance of signage that is unattractive, overbearing, in poor condition, and inconsistent. In order to increase the appeal of the area to the private sector for reinvestment, the poor visual quality of the Corridor Study Area will need to be addressed as a part of the overall economic development program.

VI. ECONOMIC CHARACTERISTICS

The Truman Road Corridor Study Area displays a consistent pattern of private disinvestment. With few exceptions, such as the new business Metal By The Foot, most of the new investment occurred because of public or institutional investment. The low level of economic activity has spawned a typical cycle that is difficult to overcome. A low level of economic activity yields lower rents. This in turn lowers the capital available to property owners, who then delay maintenance. As the building deteriorates, the owner further loses the ability to command necessary rent levels, which brings in low activity tenants seeking low rents.

The existing economic activity along Truman Road is a reflection of this disinvestment cycle. It is important to recognize these symptoms so that they can be appropriately addressed as a component of the economic redevelopment program. This section documents these conditions now exhibited within the Corridor Study Area. All of these conditions relate to the low value placed by the market place on a Truman Road location.

Income producing property that stands vacant for over six months is a key sign of a lack of interest by the market place. During the field investigation, the ProjectTeam identified 18 vacant structures. Most of these were constructed as small shops, typically offering

less than 1,500 square feet of leaseable space. This size is much too small to meet the demands of most commercial enterprises today. A few small shops may find that the space meets their needs; but small shops that would add to the mix of retailers on Truman Road would find it difficult to maintain their business. Such shops frequently rely on spill-over from larger anchoring businesses, and/or from a concentration of shops appealing to the same consumers. This type of “walk-in” market does not exist now on Truman Road. As such, the businesses that do occupy these small spaces tend to be of a low level of activity.

The block between Belmont Avenue and Ewing Avenue on the north side of Truman Road was particularly plagued with vacancies at the time of the field investigation. Along this one block were six vacancies. One of these was a multi-family structure. This entire block is comprised of small buildings that are obsolete by today’s commercial standards.

There were a few buildings identified that were slightly larger, but still posed the same types of significant reuse problems as their small counterparts. These included a structure of approximately 6,000 square feet on Truman Road and Norton Avenue; 10,400 square feet on the north side of Truman Road near Spruce; and a retail strip center of approximately 4,600 square feet on Truman, adjacent to the Thriftway store. This strip center is incorrectly oriented to the street, with its side facing Truman instead of the front of the building. Because of this fundamental problem, it will be extremely difficult to find a way to create financially viable use of this building. We understand that a restaurant use is going into one of the spaces available, but it will be difficult to find long-term viable uses for the entire building.

There are some larger buildings whose space may provide more flexibility for a suitable tenant. One of these is the vacant structure on the north side of Truman between Denver Avenue and Collins Avenue. This 19,065 square foot industrial building may be adaptable for a new tenant as a significant use, depending on the building’s physical condition. Incentives, such as Brownfield tax credits, may be needed, for instance, to assist in any asbestos removal or tax abatement and to assist in covering the extraordinary costs of modernizing the building. The 11,700 square foot vacant industrial building on the south side of Truman between Belmont Avenue and Freemont Avenue may also be adaptable for reuse under similar circumstances. However, the 13,000 square foot industrial building on the north side of Truman Road at Winchester Avenue appears to have significant structural problems and may need to be demolished to make way for a new structure.

Unfortunately, these buildings are all small by today’s commercial real estate standards. Their age, physical condition, space configuration, and limited parking all make it difficult to find significant users willing to pay competitive rents or sales prices, therefore making it financially infeasible for the owner to reinvest. Buildings do have an economic life cycle, and the number of vacancies in the Corridor Study Area is a reflection that many of these buildings no longer have economic value.

The value of the building lies in its ability to generate income. When market conditions deteriorate, the buildings have less and less value. Along Truman Road, many of the buildings have exceeded their economic life and no longer have value. Land alone, however, can be used with little operating or maintenance costs. As such, when disinvestment is occurring in an area, uses will appear that make use of only the land.

The numbers of auto-related uses, particularly the used car lots, are a symptom of this problem. The used car lots have comparatively small building requirements because these uses are really only outdoor displays of merchandise. Because the property can be acquired cheaply and building needs are minimal, the conditions in the Corridor Study Area attract such uses. This disinvestment is further reflected in the use of manufactured housing as permanent office space. Rather than investing in a building, these operations generate so little economic activity that they utilize inexpensive temporary structures instead. The negative effects of these businesses operated in this manner have been discussed previously in this document. While there is an important niche in the market place for used car dealers, the City should be demanding that these operations meet the standards for any business operations in the City. Screening, lot maintenance, the use of permanent structures, proper signage, paved lots, etc. can all be used to create car sales lots a valuable business along a commercial corridor. Most of the existing used car operations in the Corridor Study Area are examples of business operations that have invested as little as possible in their physical plant, and as such, are a blighting influence on the Corridor Study Area. The outdoor storage lots/salvage yards are a manifestation of this same problem with an even greater negative impact.

VII. ECONOMIC INTERACTION WITH SURROUNDING AREA/NEIGHBORHOODS

Though this study focuses on the uses along Truman Road, the surrounding neighborhoods are actually one of the most significant factors in the future economic viability of Truman Road. From a retail tenant's perspective, these neighborhoods represent potential consumers in a market area. The stability and the buying power of these neighborhoods will be an important factor in their consideration of a location along Truman Road. Both potential developers and tenants will first study the market data for the area. If the data looks favorable, they will then visit the Corridor Study Area, and just as importantly, the neighborhoods. They will be interested in the maintenance of the housing stock, the activities in the neighborhoods, and what programs and projects are in place to create and maintain stability. They will look for signs that the residents care about their neighborhood and are committed to it.

They will also study the direct impact the adjacent housing units have on the commercial uses in the Corridor Study Area. What is the condition of the adjacent housing stock? Is it in good condition, or would its poor condition negatively impact a developer's new investment? Would the adjacent housing be negatively impacted by a new commercial use? If so, how can these impacts be alleviated, and could the project work under those conditions? These questions are very significant for any potential new commercial use in this area.

The economic health of the Corridor Study Area also has an important impact on the quality of the surrounding neighborhoods. Having a healthy, vibrant commercial Corridor Study Area and the main spine through an area has a very positive influence on housing values and the quality of life in the neighborhoods. Even more directly, deteriorated economic and physical conditions have a very negative impact on the immediately adjacent housing stock and on housing values. The economic viability of Truman Road is a key ingredient in the revitalization and stabilization of the surrounding neighborhoods.

This fact is clearly recognized by the neighborhoods in the FOCUS Neighborhood Assessments. It should also be recognized that this is a “chicken and egg” phenomenon in that both components influence each other on an ongoing basis. The neighborhoods need to aggressively pursue their own programs, and the redevelopment of the commercial corridor must be pursued simultaneously. One cannot wait for the other. The future of both the neighborhoods and the commercial corridor are integrated together, and both must succeed if the overall larger environs are to be stable and prosperous.

During each of the FOCUS Neighborhoods Assessments in the Truman Road environs, the neighborhoods were asked to address their concerns regarding Truman Road. These recommendations from each neighborhood are included in **Appendix C**. It is interesting to observe that many of their recommendations deal with issues identified and more fully explored in this Existing Conditions Assessment. The specific action recommendations from these workshops are incorporated into the following analysis regarding the impediments to development/redevelopment, and the redevelopment opportunities the Corridor Study Area presents. The action recommendations will be dealt with more fully during Phase II, Development Opportunities and Implementation Strategies.

VIII. IMPEDIMENTS TO DEVELOPMENT/REDEVELOPMENT

As with any redevelopment area, there are multiple impediments to be dealt with and overcome. It is important to identify these, so that the program for economic development can include potential actions to alleviate these problems. These issues will continue to evolve over time, particularly as the needs of specific projects are addressed. At this time, the impediments found within the Corridor Study Area include:

- The existence of numerous obsolete structures, making their potential reuse physically and financially unfeasible;
- The narrow lot widths and depths that are characteristic of Corridor Study Area properties no longer meets the needs of the marketplace. In order to create sites for new uses, lot assembly must occur to create parcels of appropriate size and configuration to meet modern development requirements;

- The stormwater flooding problem (particularly at the western end of the Corridor Study Area) is a serious obstacle, particularly for office/warehouse/distribution uses;
- The deteriorated building and site conditions are serious signs of neglect that would give any private investor pause;
- The poor visual quality of the area creates a negative image that discourages future private investment, particularly for potential retail developers and tenants;
- The abundance of auto-related uses exhibiting poor site conditions will deter interest on the part of the private sector, again particularly for retail developers and tenants;
- Housing deterioration and unstable neighborhood blocks, where they exist, will hinder future economic activity, particularly for retail type uses; and
- The existing limited economic activity in the Corridor Study Area will deter an investor.

These problems can be overcome with support from the City staff and officials, the existing owner/tenants in the Corridor Study Area, the Truman Road Business Association and the neighborhoods. These issues are significant ones, however, and addressing them will require a serious commitment by all the parties involved. The most difficult project to induce is the first one.

IX. REDEVELOPMENT OPPORTUNITIES

The Corridor Study Area exhibits several strengths that position it well for potential redevelopment opportunities. These assets will need to be capitalized upon to facilitate redevelopment activity. In other words, a partnership of all the stakeholders will need to “sell to the strengths” of the area while working to alleviate the existing impediments to redevelopment. While new assets will be identified as specific projects are considered, the overall Corridor Study Area advantages include the following:

- Access to the interstate network via Interstates 70 and 435;
- Access to rail service, a selling point for certain industrial type uses;
- Density of the housing stock, generating a fairly large population over the primary market area;
- Active neighborhood and business groups, demonstrating commitment of energy and resources;
- Recent significant reinvestment, such as the U.S. Postal Facility, Belfonte Ice Cream, the HazMat facility, the Salvation Army building, etc. that begin to establish the

precedent for renewed interest in the area and bring new activity to the Corridor Study Area;

- The ability to assemble parcels to achieve developer sites in today's market; and
- The ability to capitalize on existing, stable anchors, such as St. Paul School of Theology; churches; and key businesses such as Aldi's.

A. MARKET DATA

In addition to the attributes identified above, a retail or commercial service type developer will be interested in the demographic market characteristics of the surrounding area.² Such parties look at the demographics of a trade area or market area represented by a circle from a point within the Corridor Study Area. Such market areas are typically examined at one, three, and five miles from the center. While each developer or investor will analyze their own data in light of the product they are thinking of bringing to the market, an overview of the market area characteristics is helpful to Corridor Study Area analysis.

Data was procured from CACI; a market data vendor frequently relied upon by the development community. CACI uses the most recent census data (1990), along with other types of data it collects, to generate estimates and projections of key data items. The 1999 figures are estimates of current conditions; the 2004 figures are projections of what may occur based on existing information. The Project Team requested information for a one, three, and five mile radius using the intersection of Truman Road and Hardesty Avenue as the centroid for the analysis.

Table 2, on the next page, displays the information regarding future Population Size. The data shows that the market area population is declining very slightly. None of the market area ranges experienced a loss of population in excess of 2 percent from 1990 to 1999. Even this loss is expected to slow between 1999 and 2004 to 1% or less.

² Developers of industrial type properties are not selling to the local population; therefore, market area demographics are not an important parameter for these facilities. Access and physical site features are the critical factors that influence location decisions for these type uses.

Table 2
Population Size¹

Area	1990	1999	Percent (+/-)	2004	Percent (+/-)
1 Mile Radius	16,723	16,482	-1.44%	16,341	-0.86%
3 Mile Radius	88,853	87,115	-1.96%	86,240	-1.00%
5 Mile Radius	204,132	202,957	-0.58%	202,094	-0.43%

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1999 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

It is interesting to note that these figures reflect a high population density, particularly in the neighborhoods close to Truman Road. The data shows that in 1999, CACI estimates that within a 1 Mile Radius, the area reaches a density of 4,899 persons per square mile. Within a 3 Mile Radius, the density is 3,084 persons per square mile and within a 5 Mile Radius, 2,851 persons per square mile. The number of households reflects this population pattern. Table 3, Number of Households, displayed on the next page, reflects a trend of a very slight decline in the number of households in the immediate area, with this number stabilizing as the geographic area increases.

Table 3
Number of Households¹

Area	1990	1999	Percent (+/-)	2004	Percent (+/-)
1 Mile Radius	6,584	6,518	-1.00%	6,479	-0.60%
3 Mile Radius	34,511	34,049	-1.34%	33,812	-0.70%
5 Mile Radius	84,720	84,987	0.32%	84,984	0.00%

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1999 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

The projections indicate that household size is somewhat larger than the average for Kansas City, reaching 2.53 persons per household within 1 Mile; 2.51 within 3 Miles; and 2.32 within 5 Miles. Approximately 85% of the housing units were occupied in 1990, with approximately 52% comprised of owner-occupants. Table 4, below, presents this data relative to each market area radius. Over half of the housing stock in this section of the City was constructed prior to 1949. Approximately 75% of the housing units were constructed prior to 1959.

Table 4
Occupied Housing Units (1990)¹

Area	% Occupied	% Owner-Occupied	% Renter-Occupied
1 Mile Radius	86.5%	55.4%	44.6%
3 Mile Radius	83.1%	53.1%	46.9%
5 Mile Radius	83.9%	48.6%	51.4%

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1990 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

This data, along with the information provided in the various Neighborhood Assessments, suggests that the surrounding areas are comprised of older, urban neighborhoods of primarily single-family housing units. While these neighborhoods have suffered from the typical demographic patterns associated with aging City neighborhoods across the Country, it appears that the neighborhoods surrounding the Truman Road Corridor Study Area have begun to stabilize and begin the process of regeneration. This is a positive sign for retail tenants that would serve this residential market from a location within the Corridor Study Area.

B. REDEVELOPMENT TARGET AREAS

As a part of this **Existing Conditions** analysis, targeted areas for redevelopment activity have been explored. **Plate 5**, in **Appendix A**, displays preliminary target areas for consideration. A variety of factors were used to begin to identify these areas:

- Properties of whole or partial blocks that exhibited the worse conditions of disinvestments, including deterioration, vacancies, and underutilization and poor physical conditions;
- Groups of properties where assembly could occur with the least amount of disruption to the existing housing stock;
- Areas that would take advantage of the existing reinvestment already occurring, as previously identified;
- Areas that would best establish a significant, visible presence in the Corridor Study Area to catalyze additional new private interest and investment.

The intention of identifying these areas is **not to preclude** other properties from redevelopment. Rather, these parcels and/or blocks that represent certain types of redevel-

opment opportunities can be capitalized upon to stimulate further new growth and facilitate renewal of the entire Corridor Study Area. By focusing in this manner, the City is “jump starting” the process by soliciting developer interest into focused areas. However, this identification of target areas does not inhibit other property owners from proposing a project or seeking City incentives for redevelopment activities.

► **TARGET AREA A**

The largest of the preliminary target areas is approximately 57 acres and lies north of Truman Road, south of the railroad tracks and west of Elmwood Cemetery. This area, labeled as Target Area A, poses great potential for industrial redevelopment, bringing jobs and people into the area while alleviating some of the worst physical conditions found in the Corridor Study Area. The immediacy of the I-70 access; the size and configuration of the area; the buffering from residential uses provided by the railroad and the Cemetery; the rail access; and the ability to capitalize on the existing reinvestment in the U.S. Postal Facility and Belfonte Ice Cream all combine to make this an excellent area for redevelopment. This area is large enough to potentially include some retail and service uses along the frontage. It would also generate significant workforce population to stimulate the redevelopment of the parcels immediately across the street for retail and service uses, such as restaurants, dry cleaners or a pharmacy, for instance. Exploratory interviews with experienced developers have confirmed the interest on the part of the market place for the redevelopment of this area.

Permit data from the City provides an indication of the low level of private investment that Target Area A is experiencing. Over the past ten years, the City has issued permits for new investment valued at a total of only \$344,970 for an area comprised of approximately 200 parcels. Of the permits issued, only one permit was for new construction, valued at \$125,300. Of the fifteen permits issued since 1989, seven were issued for demolition work, which included several residential units. The balance of the permits was issued for repair, or additions and alternations. Of these seven permits, five were issued for work valued at \$20,000 or less. One must look back to 1984 for the next example of a permit for new construction. Almost half of all the permits issued in Target Area A since 1970 were for demolition, many for single family residential units. Overall, this indicates a low level of private investment, given the size of Target Area A and the need for rehabilitation of structures to create marketable facilities.

Information provided by the City indicates that in 1998, there were 22 parcels or 11% of the total parcels in this Target Area for which property taxes were delinquent. While these may have eventually been paid, this high number would appear to reflect poor economic conditions in this general area. This City should review the 1999 data regarding the property tax status of these parcels as soon as it is available to determine if this is a trend that will result in properties coming under City ownership due to nonpayment of taxes.

► **TARGET AREA G**

The second major target area is a 23 acre area near the Thriftway store, bounded on the west by Hardesty Avenue and on the east by Topping Avenue. Labeled Target Area G, it is located near the center of the Corridor Study Area. This area would be suitable for significant retail development, such as a grocery store or hardware store, as well as smaller retail and service shops. It is envisioned that the commercial center would provide retail and service stores to serve the adjacent neighborhoods. This area is divided by Truman Road. One concept for the reuse of this area includes the possibility of some residential development in a high density planned unit development configuration, such as single-family homes in a zero lot line development, townhouses, or multistory condominiums.

This Target Area also shows evidence of a lack of private investment. Since 1989, the City has issued permits for work valued at a total of only \$6,900 for an area comprised of approximately 60 parcels. Two of these were issued in 1989 and 1990 for additions or alternations work. None of these permits was for new construction. From 1991 to today, the City issued permits for only \$900 worth of work in this Target Area. Of the seven permits issued since 1990, three were for demolition work. One must look back to 1986 to find a permit issued for repair work, and 1987 to find the next permit issued for new construction. Clearly, there has been little significant new private investment in this Target Area over the past several years.

Data from the City indicates that five of the 23 parcels in this Target Area were tax delinquent in 1998. This represents nearly 22% of the Target Area. As in Target Area A, this may reflect a lack of economic viability of these parcels.

► **TARGET AREAS B, C, D, E, F**

Several small areas have also been identified. These are areas generally a half block in depth, so they can only accommodate smaller scale redevelopment activity. These areas were identified based in part on the economic underutilization of the block and the physical conditions present. Some of the areas may be suitable for redevelopment as residential, high density planned development, such as the larger 3.5-acre area between Belmont Avenue and Bennington Avenue, or for small-scale commercial activity. The vacant existing industrial buildings may still be able to accommodate new industrial type uses if a suitable niche user can be found.

While the City has issued a number of permits for work in Target Area B, most of them were for demolition work, primarily of single-family units. The most recent permit for new construction was issued in 1984 for this Target Area of approximately 44 parcels. Other than a 1994 permit for \$400, one must look back over ten years to 1998 to find significant investment, which was recorded as a permit request for additions/alternation work for \$25,000. Significant work occurred in 1984 indicated by the City for a total value of \$97,486 worth of work for additions/alterations. In spite of this investment over ten years

ago, Target Area B exhibits conditions of deterioration, obsolescence and economic underutilization.

The remaining Target Areas display similar patterns of a lack of investment. Where some activity has occurred, for the most part it has had little long-term significant economic impact. Because several of these Areas consist of one half a block or less, the data is somewhat disproportionate. In Target Area C, the City records indicate a permit in 1997 for \$4,000 worth of work for additions or alterations; and \$4,445 for repair work in 1995 for an area comprised of only three parcels. Other than a \$2,000 repair project in 1989 and three demolition permits, there has been no other work requiring City permits since 1970. The City's records for Target Area D actually shows that some significant investment may be occurring, due to a permit for additions or alterations issued in 1999 for \$18,000 for an Area covering only five parcels. As of the Project Team's field investigation, this work appears to have not been implemented. Over the past ten years, no permits have been issued for work in Target Areas H or I, comprised of 9 and 10 parcels, respectively. One permit out of an Area of approximately 13 parcels was issued for addition or alteration work in Target Area J in 1995, but none were issued for any type of work for the preceding eleven years. One property each in Target Areas D, E, H and J were tax delinquent in 1998 according to the City's records. There has been some activity in Target Area K, comprised of approximately 31 parcels, but most of it has been for demolition of residential units. Other than a repair permit for \$1,000 issued in 1996, the most recent new investment occurred in 1974 in this Target Area. Five properties or 16% of the properties in Target Area K were tax delinquent in 1998. The City's records indicate that they have not issued permits for any work whatsoever in Target Areas E and F since 1970.

Property values in these targeted areas generally reflect their poor conditions. The County Assessor's appraisal data determined for the tax assessment purposes provides a guide to property values in this area and their ability to generate real property taxes. The data indicates that the Assessor's appraisals have found very little value in the existing land and improvements in the preliminary target areas. In Area A, the Assessor's data indicates that land values are appraised for as little as 60 cents a square foot of land area. In some instances, land and improvements were appraised as low as 70 cents a square foot of land area. Though the values in Area A appear to be the lowest, the Assessor's value determination for properties in the remaining preliminary target areas was still very low. For example, land and improvements in Area G were appraised as low as \$1.40 per square foot of land for some commercial properties.

The residential properties received very low appraisals from the Assessor, as well, in this targeted area. A sampling of the Assessor's data shows that some of these residences have an appraised value of less than \$20,000. Others were in the mid-twenties. These are extremely low values for single-family residential properties. These low values are found consistently throughout these preliminary target areas.

This data clearly documents the economic underutilization of these areas. From the public perspective, the low assessed values translate into low real property tax genera-

tion from these properties. Table 5, below, displays the various taxing jurisdictions and their respective 1999 tax rates.

Table 5
Real Property Tax Rate
for the Truman Road Corridor Study Area

Taxing Jurisdiction	Tax Rate (1999) ¹
City of Kansas City	1.320
Handicapped Workshop	0.080
Junior College District	0.230
Library	0.500
Mental Health	0.133
School District	4.980
Jackson County	0.560
Missouri Blind Pension Fund	0.030
Commercial Surcharge ²	1.437
Total Tax Rate	9.270

¹ Tax rate is per one hundred dollars of assessed valuation.

² Commercial surcharge, officially named the Merchants and Manufacturers Replacement Tax, is levied on commercial property only.

For ease of comparison, the tax rate of \$7.02 (the total rate minus the Missouri Blind Pension Fund and the Commercial Surcharge) was applied to the assessed values of the preliminary Target Areas. Table 6 below displays the results.

Table 6
Real Property Tax Generation (1999)
by Preliminary Target Area

Target Area	Assesed Value (\$)	Taxes Generated (\$)
A	779,570	54,804
B	218,460	15,358
C	46,570	3,274
D	27,230	1,914
E	55,440	3,897
F	24,840	1,746
G	527,540	37,086
H	58,270	4,096
I	80,770	5,678
J	137,390	9,659
K	111,550	7,842
Total	\$2,067,630	\$145,354

This analysis indicates that all the properties combined in the preliminary target areas only generate \$145,000 annually for the various taxing districts. As such, though these properties lie within a commercial corridor, they do not produce tax dollars commensurate with their potential. The economic underutilization of this area not only negatively impacts the private sector, but has significant ramifications for the public taxing jurisdictions who rely on property values to generate revenues for services and keep tax rates down.

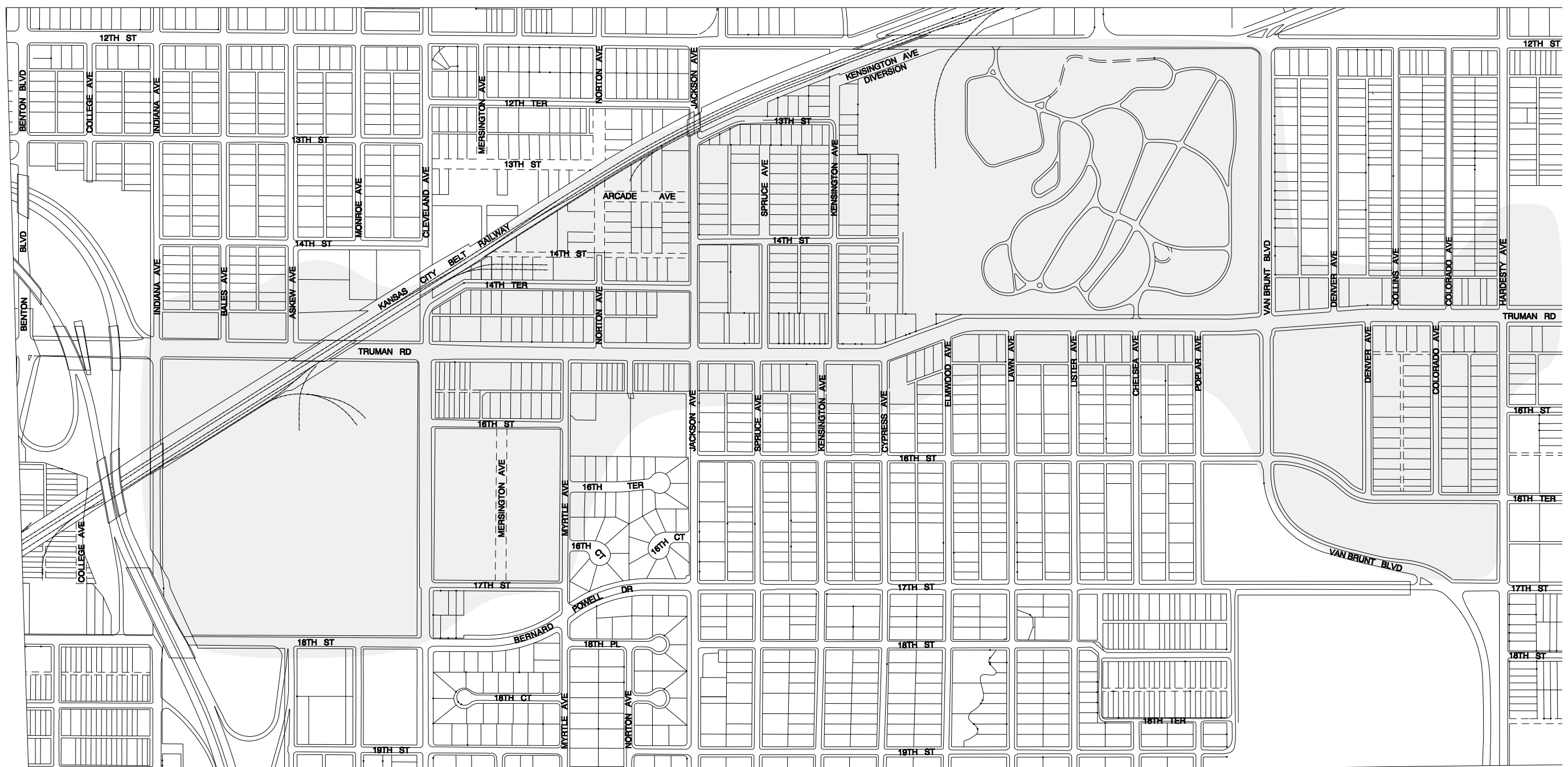
X. SUMMARY AND CONCLUSIONS

This analysis of existing conditions already indicates that this area suffers greatly from the types of physical and economic factors symptomatic of a blighted area. The physical deterioration and the low level of economic activity are interrelated problems that must be dealt with at the same time. These problems are deep rooted and complex, and cannot be alleviated without public intervention.

There are several benefits that the Corridor Study Area does have to offer in the market place: excellent access and location, parcels that can be assembled for reuse; active surrounding neighborhoods; and an active business association all contribute to the long term potential to facilitate change in the Corridor Study Area. In order to capitalize on this potential, there must be proactive local leadership willing to create the catalysts necessary. The second Phase of this study will focus on the action recommendations necessary to implement change.

APPENDIX A

MAPS

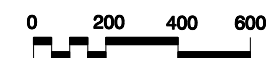


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Plate 1

General Study Area Boundaries
West Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000



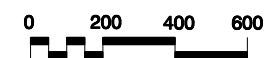


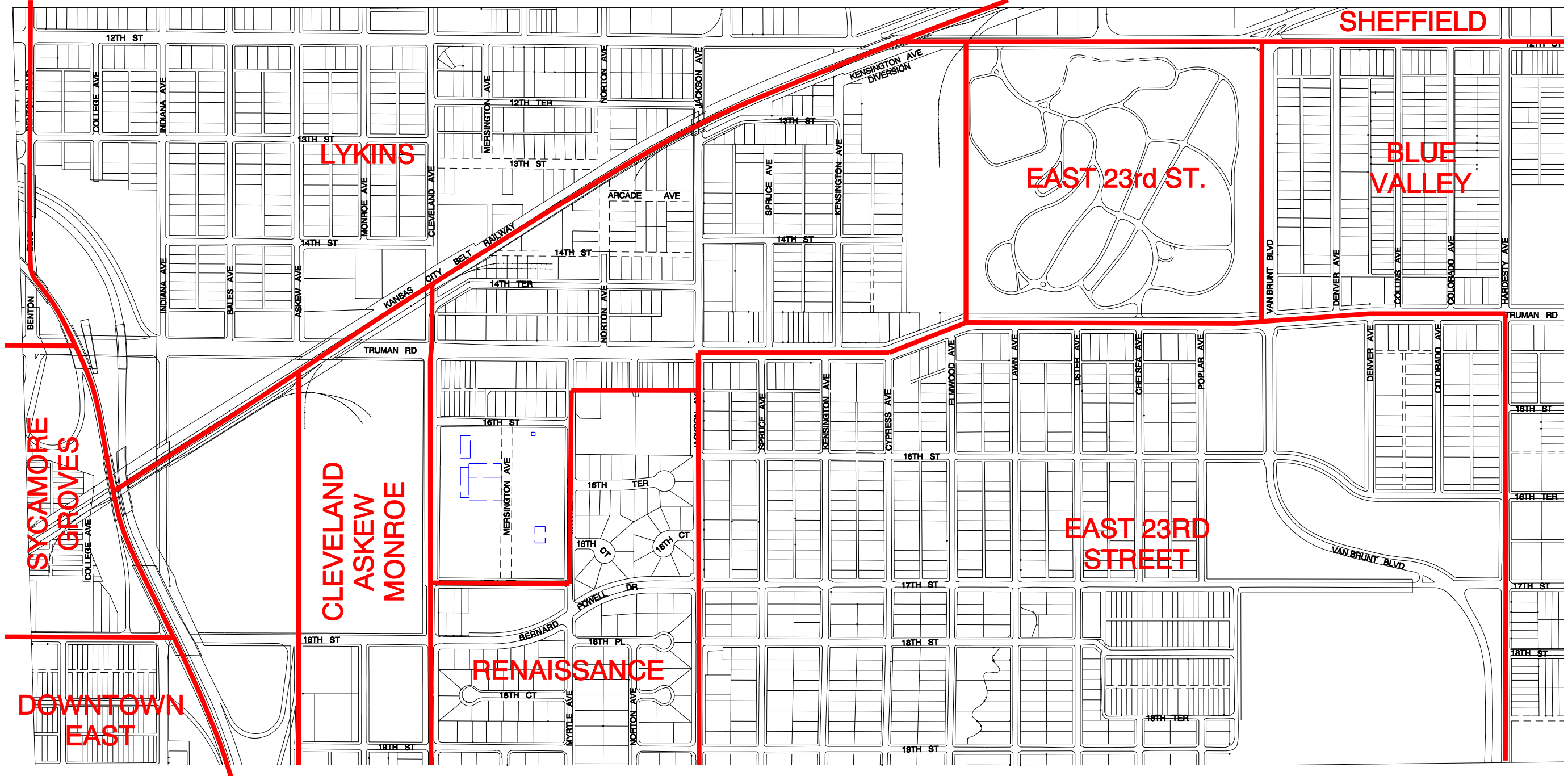
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Plate 1

General Study Area Boundaries
East Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000



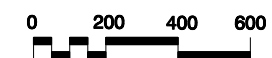


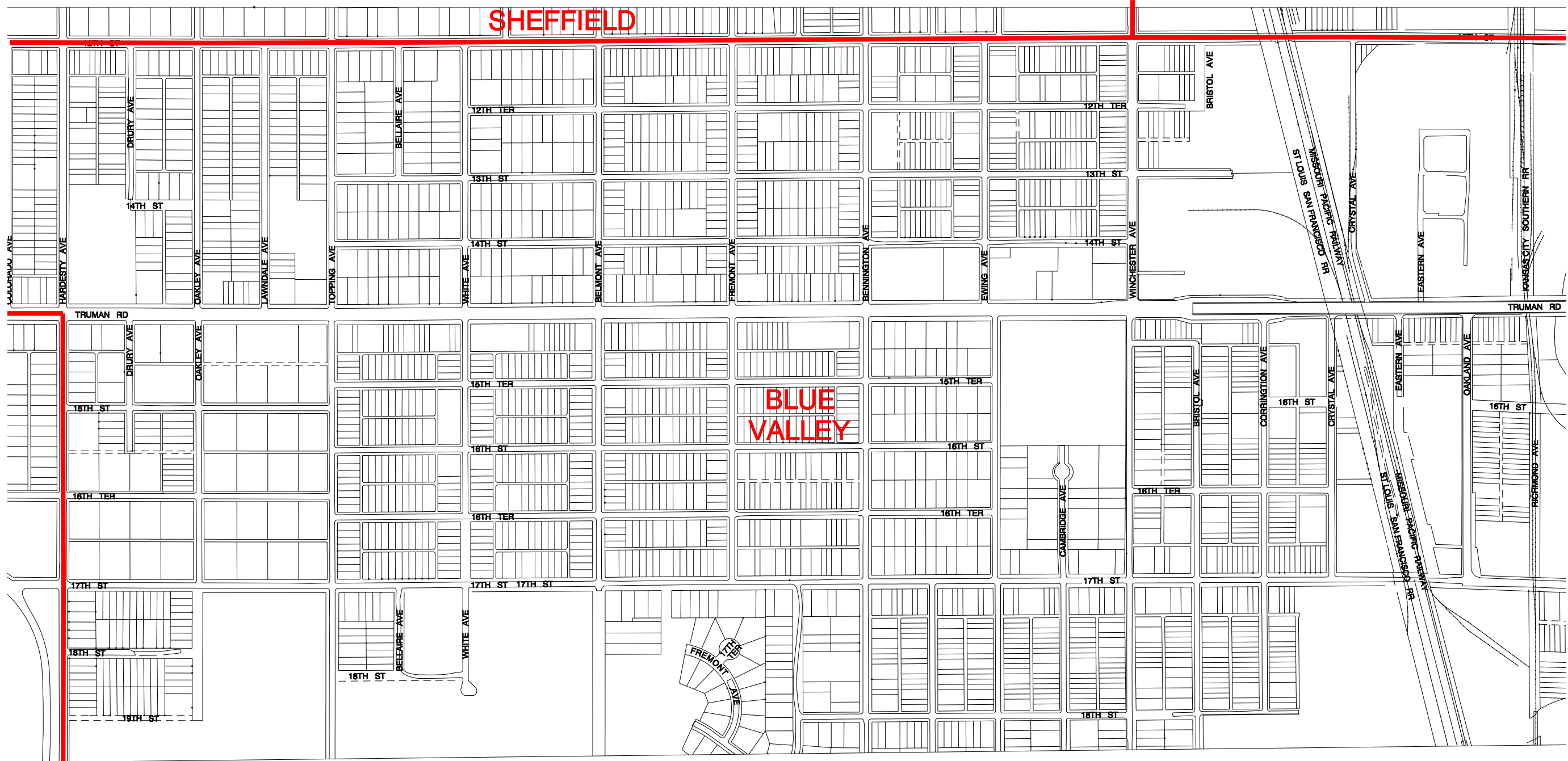
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Plate 2

Neighborhood Boundaries
West Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000



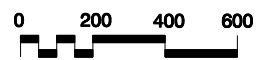


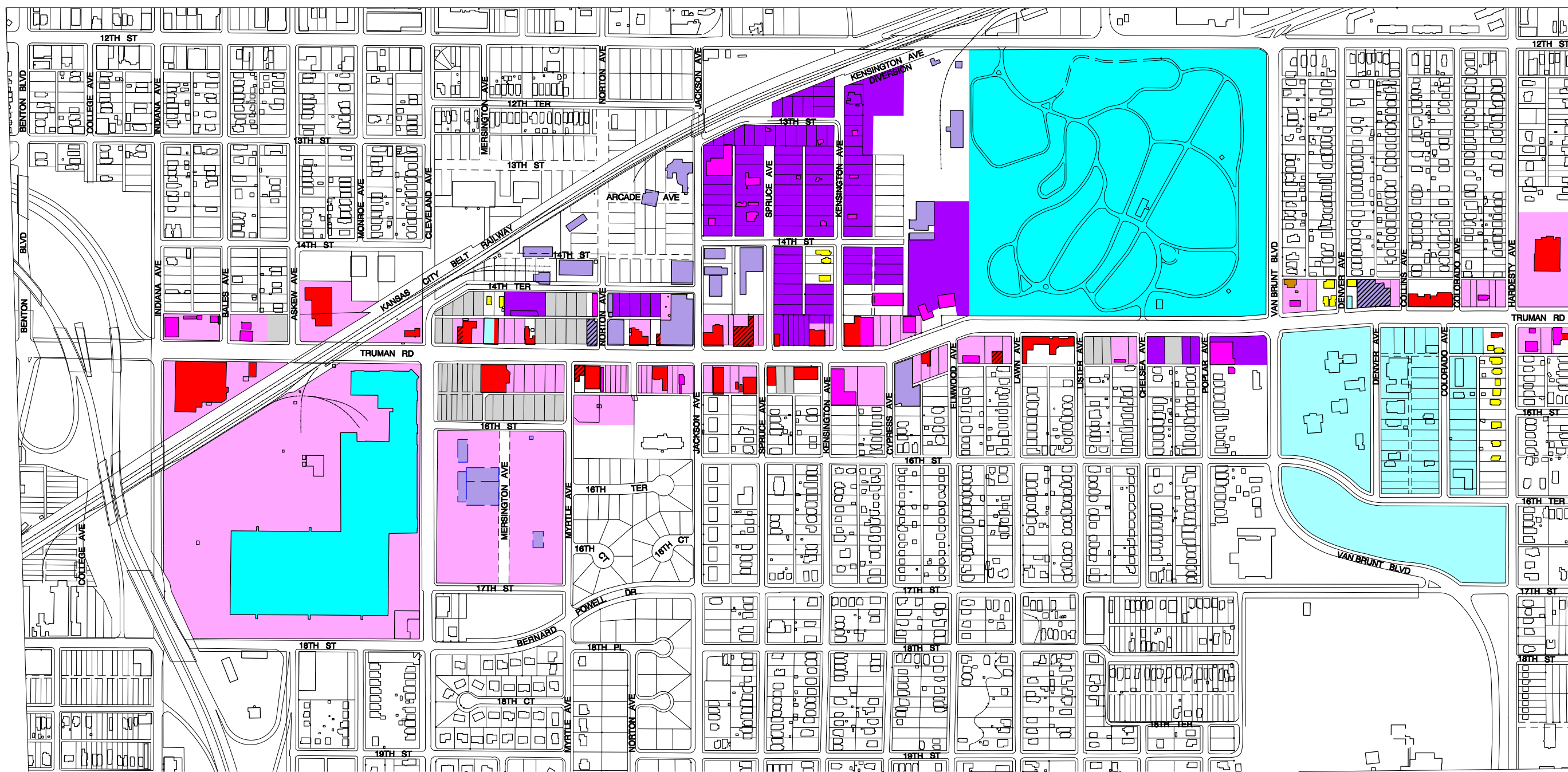
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Plate 2

Neighborhood Boundaries
East Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000





LEGEND

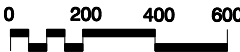
 Single Family	 Undeveloped	 Parking / Garage
 Duplex / Townhouse / Condominium	 Open Space	 Outdoor Storage
 Multi - Family	 Park / Airport	 Auto - Related Uses
 Business	 Institutional / Exempt	 Vacant
 Industrial	 Church / School / Hospital	

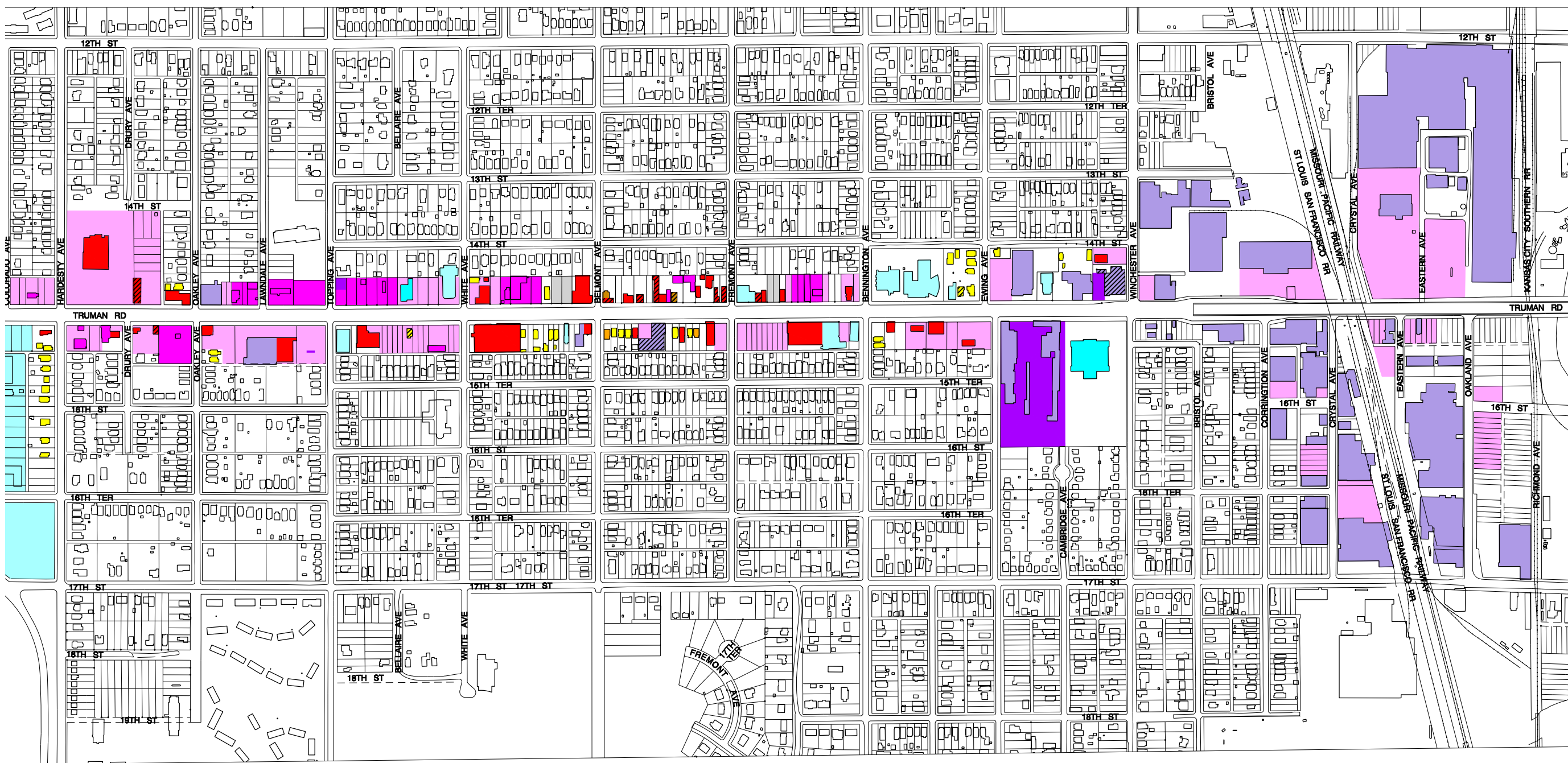
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Plate 3















Existing Land Use Patterns
West Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000





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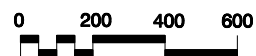
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	Duplex / Townhouse / Condominium		Open Space		Outdoor Storage
	Multi - Family		Park / Airport		Auto - Related Uses
	Business		Institutional / Exempt		Vacant
	Industrial		Church / School / Hospital		

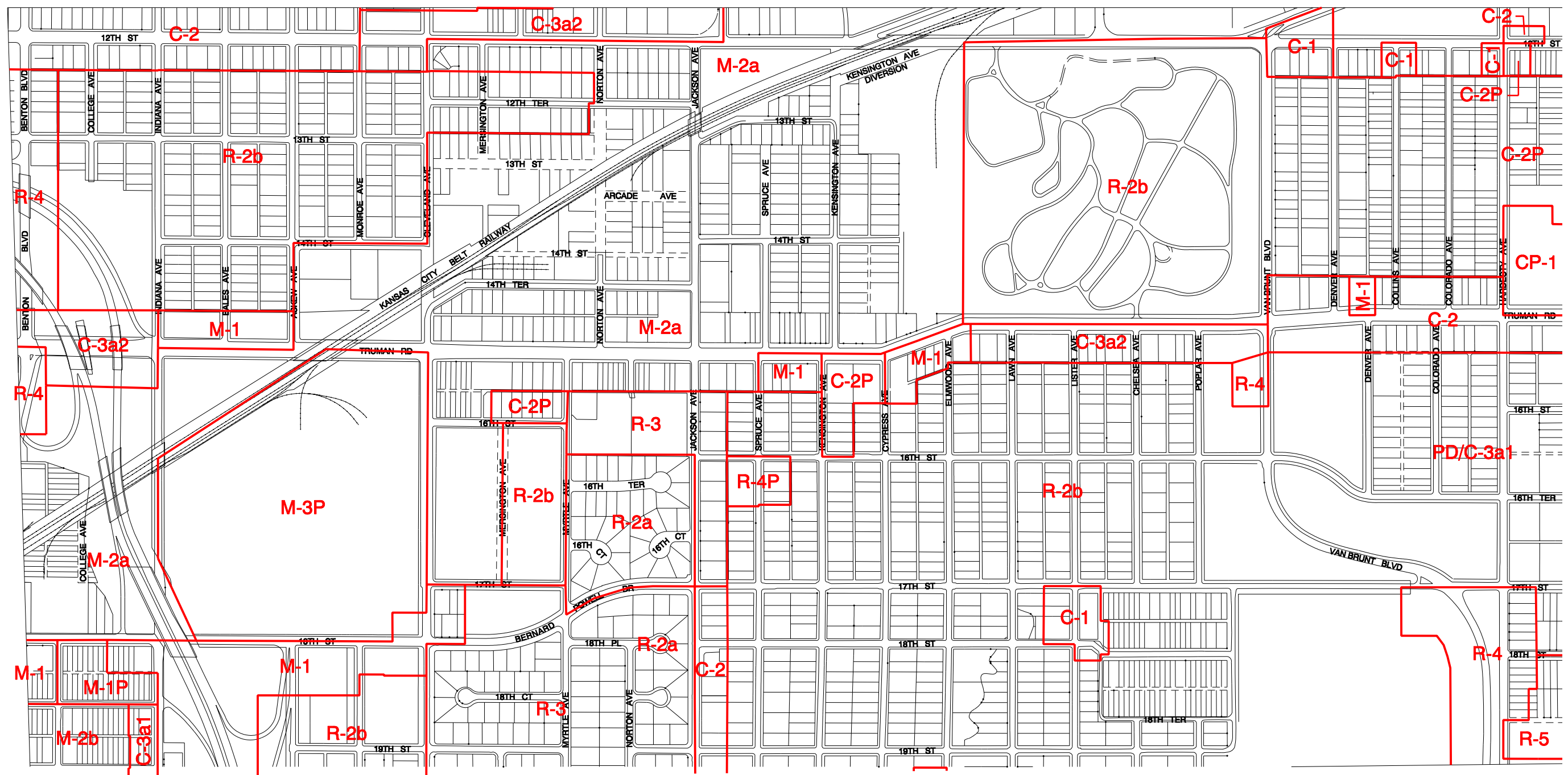
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Plate 3

Existing Land Use Patterns East Side Truman Road Corridor Study City of Kansas City, Missouri

MAY 19, 2000





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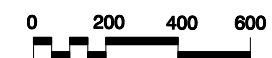
R-2a	Two-family dwelling district (low density)	R-5	High apartment district	C-3a1	Intermediate business (low buildings) district	M-2a	Heavy industrial district
R-2b	Two-family dwelling district	CP-1	Neighborhood planned business centers	C-3a2	Intermediate business (high buildings) district	M-2b	Heavy industrial district (non-residential)
R-3	Low apartments, low density	C-1	Neighborhood retail business district	PD/C-3a1	Planned intermediate business district	M-3P	Planned heavy industrial district
R-4	Low apartment district	C-2	Local retail business district	M-1	Light industrial district		
R-4P	Planned low apartment district	C-2P	Planned local retail business district	M-1P	Planned light industrial district		

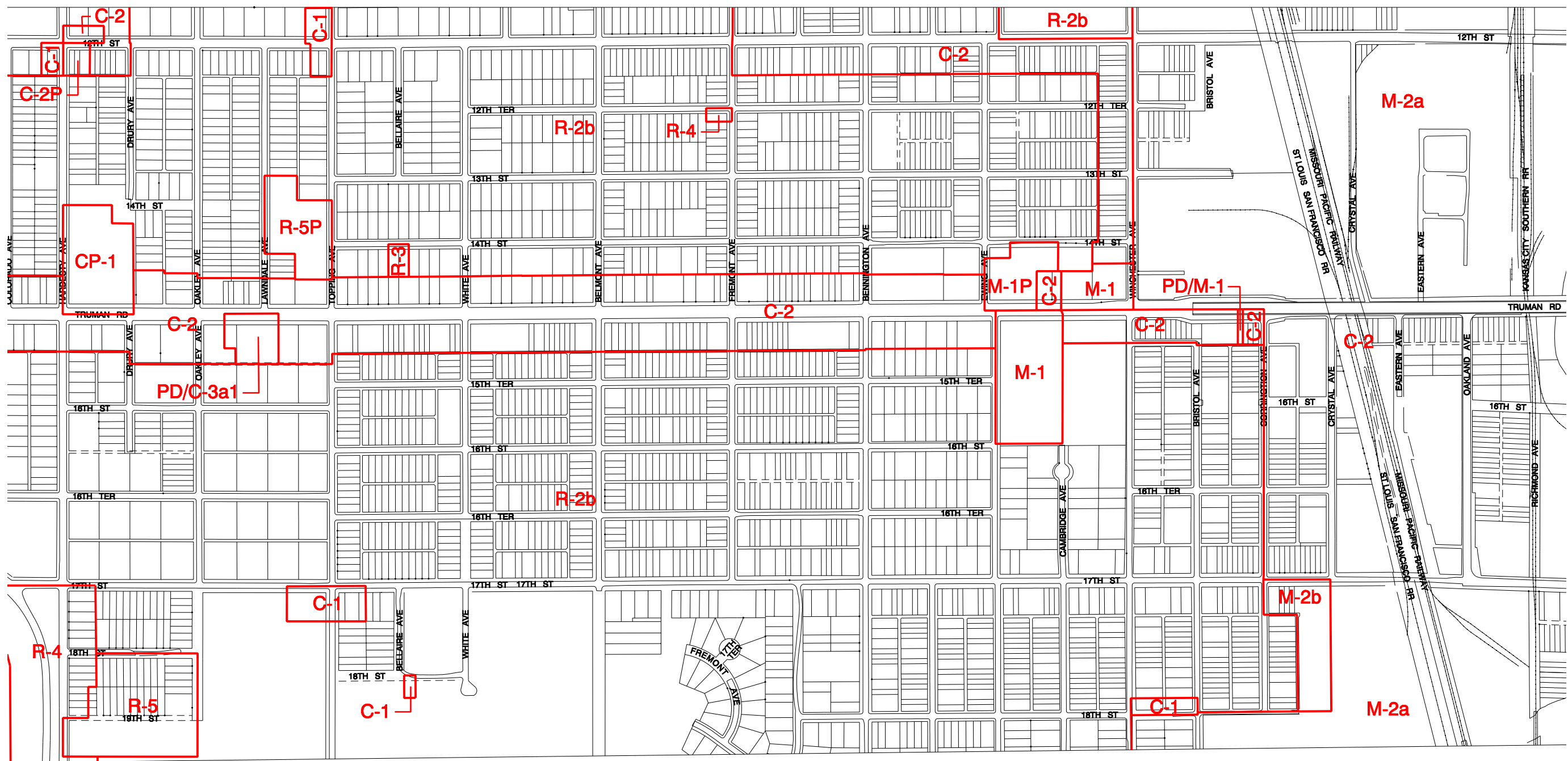
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Plate 4

Applicable Existing Zoning Districts
West Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000





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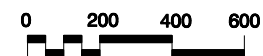
R-2b	Two-family dwelling district	CP-1	Neighborhood planned business centers	M-1	Light industrial district
R-3	Low apartments, low density	C-1	Neighborhood retail business district	M-1P	Planned light industrial district
R-4	Low apartment district	C-2	Local retail business district	PD/M-1	Planned light industrial district
R-5	High apartment district	C-2P	Planned local retail district	M-2a	Heavy industrial district
R-5P	Planned high apartment district	PD/C3a-1	Planned intermediate business district	M-2b	Heavy industrial district (non-residential)

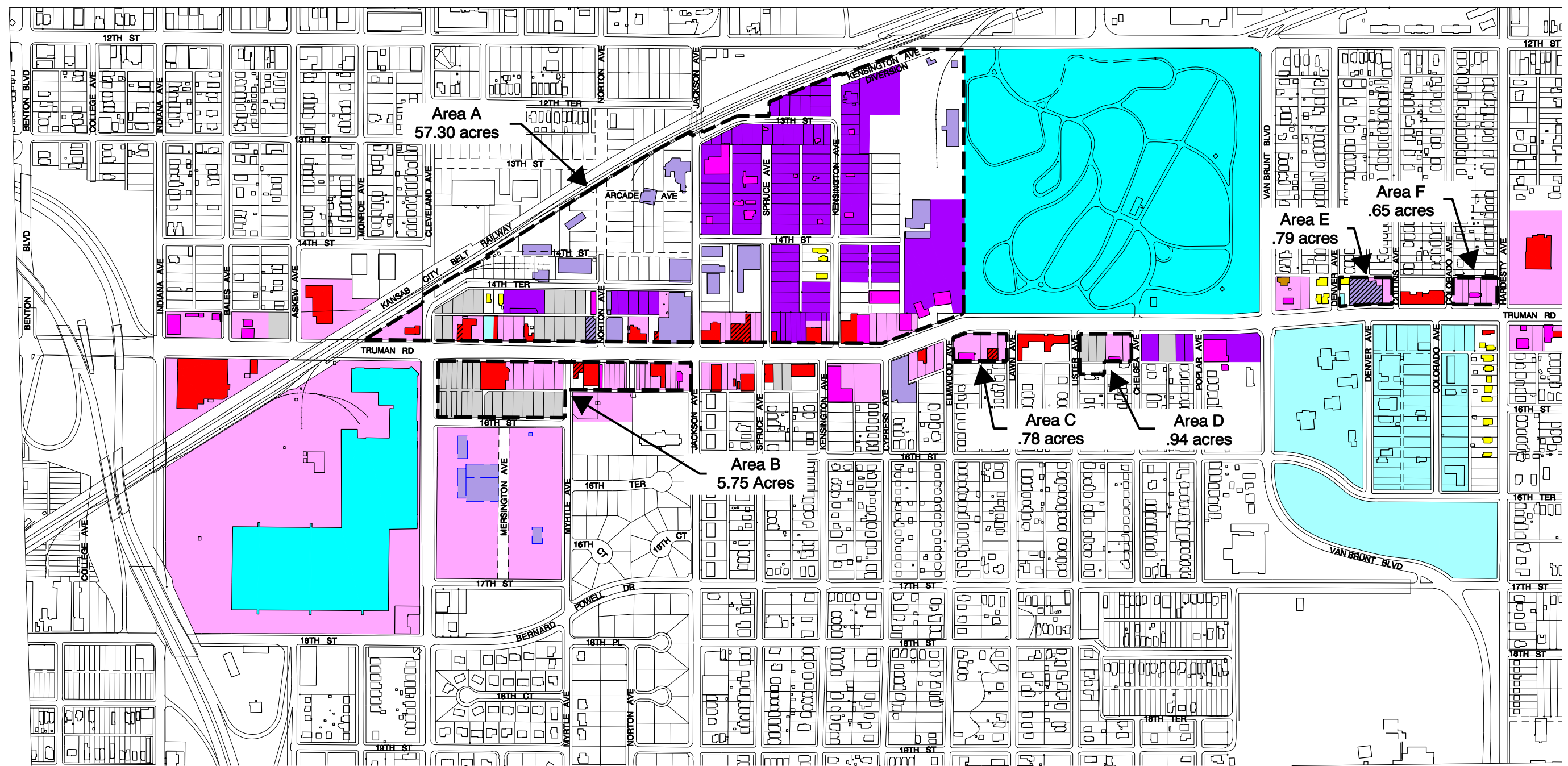
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Plate 4

Applicable Existing Zoning Districts
East Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000





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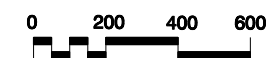
 Single Family	 Industrial	 Church / School / Hospital
 Duplex / Townhouse	 Undeveloped	 Parking
 Multi - Family	 Open Space	 Outdoor Storage
 Business	 Park	 Vacant Building
 Auto - Related Uses	 Institutional / Exempt	

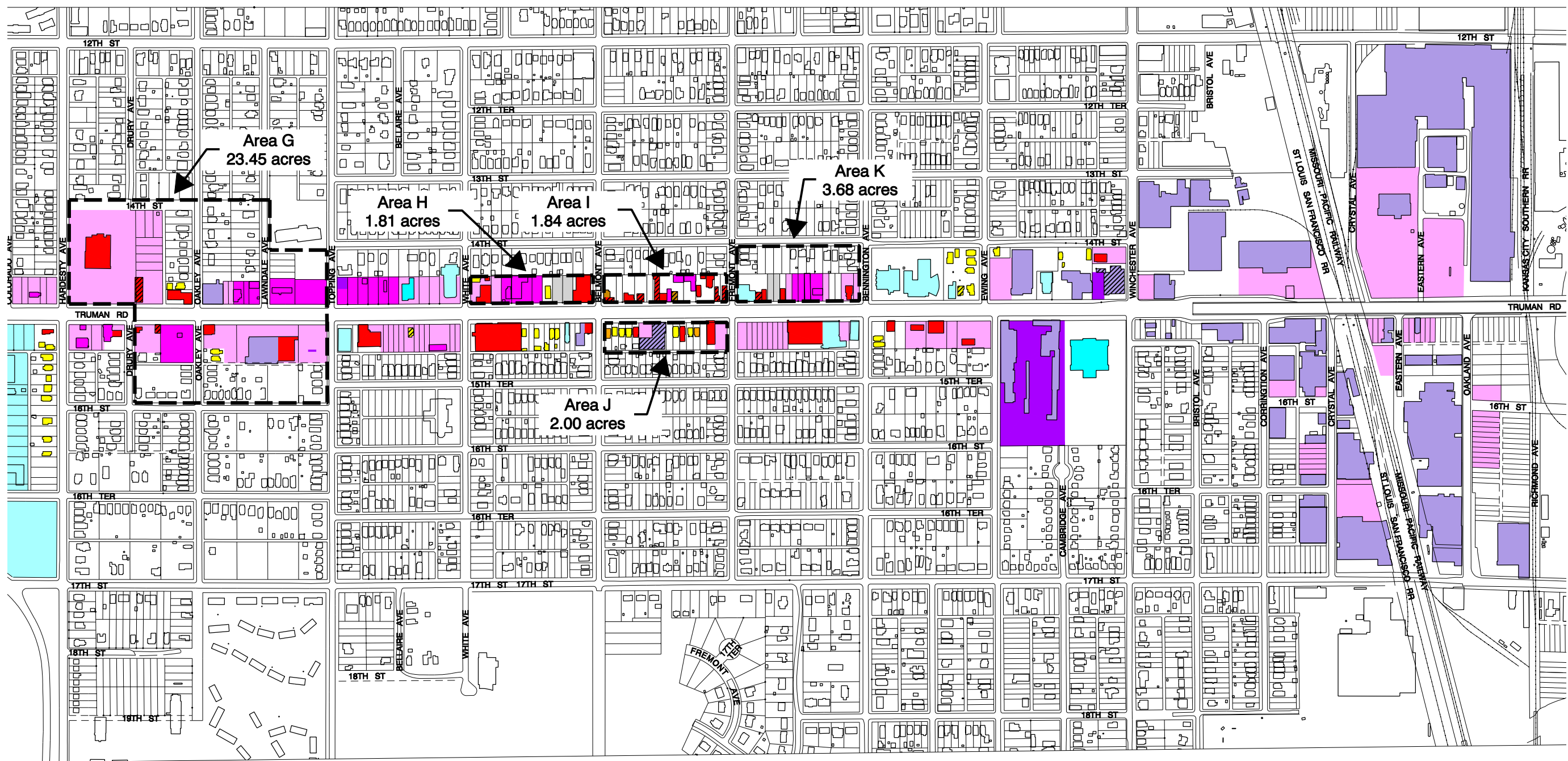
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Plate 5















Preliminary Target Areas
West Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000





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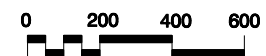
	Single Family		Industrial		Church / School / Hospital
	Duplex / Townhouse		Undeveloped		Parking
	Multi - Family		Open Space		Outdoor Storage
	Business		Park		Vacant Building
	Auto - Related Uses		Institutional / Exempt		

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Plate 5

Preliminary Target Areas
East Side
Truman Road Corridor Study
City of Kansas City, Missouri

MAY 19, 2000



PGV Urban Consulting

APPENDIX B

BIBLIOGRAPHY

APPENDIX B

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APPENDIX C
FOCUS
NEIGHBORHOOD ASSESSMENTS

APPENDIX C

FOCUS NEIGHBORHOOD ASSESSMENT UPDATE TRUMAN ROAD CORRIDOR CUMULATIVE EASEL NOTES

The FOCUS Assessment Workshop is a planning tool offered to neighborhood groups in Kansas City to support them in setting community priorities and goals. In May and June 1999, the FOCUS Team conducted workshops in the various neighborhoods along the Truman Road Corridor. The Corridor is defined as the section of Truman Road extending East from Indiana to I-435. During these workshops, the Team asked residents to include a brainstorming session about the future of Truman Road in the overall discussion of their neighborhood. The easel notes listed below were compiled by the Focus Assessment Team during the workshops and document the residents' concerns and desires for the Corridor. The following neighborhoods have participated in the process to date: Renaissance, Parade Park, Sycamore Groves, Blue Valley, East 23rd Street P.A.C., and CAM (Cleveland, Askew, Monroe) and Lykins.

RENAISSANCE NEIGHBORHOOD Workshop Date: May 11, 1999

- ◆ The service station at 18th and Cleveland needs to be cleaned-up
- ◆ Eliminate blighted area(s)
- ◆ No more liquor stores, clubs, or lounges
- ◆ Provide incentives to business for the development of Truman Road Corridor. Residents vision such businesses or stores as Target, Wal-Mart, a health food store, Price Chopper, HyVee and Osco or Walgreen's and other amenities.
- ◆ Eliminate the sale of cigarettes and alcohol to minors
- ◆ Make the scrap metal recycling center a more attractive business site or move it
- ◆ Demolish or fix- up the abandoned buildings
- ◆ Greater degree of property code enforcement especially for the number of used car dealers and junk car dealers
- ◆ Place a fountain in the vacant lot next to the new post office or in the Kensington Heights senior citizens housing development (Truman & Jackson)
- ◆ Build more "low-rise housing on Truman Road in the style of "cottages" for senior citizens that do not want to live in a high rise building
- ◆ Place a fountain or green space park on the vacant lot that is owned by the Post Office (The vacant lot is East of the new post office facility)

-
- ◆ Establish restaurants, a library, a park, bicycle and walking trail
 - ◆ Robert's Market on Truman Road sells cigarettes and alcohol to minors (eliminate this)

Parade Park Neighborhood Workshop Date: May 11, 1999

- ◆ More diverse economic development
- ◆ Establish full line grocery store
- ◆ Establish a full line pharmacy (Osco or Walgreens)
- ◆ Establish retail clothing stores
- ◆ Open another bank in the area
- ◆ Partner with banks to increase the number of minority owned businesses
- ◆ Lessen the strains that keep people of lesser means from starting their own businesses
- ◆ Use banks as a focal point for local businesses
- ◆ Allow tax abatements to entrepreneurs willing to locate supermarket / retail establishments along Truman Road.
- ◆ Install larger storm drains / catch basins
- ◆ Go beyond fixing the sewer system: Due to the higher topography north and south of Truman Road, rainwater causes flooding in Parade Park Homes and the area near St. Monica Church. The 150 year old combined sanitary / surface water drainage sewer is inadequate for today's needs.
- ◆ Parade Park Homes wants to be notified of and have input on any surface modifications such as parking lot installations, etc. that may occur north or south of Truman Rd.

SYCAMORE GROVES NEIGHBORHOOD Workshop Date: June 12, 1999

- ◆ Build a mini-mall
- ◆ Build a supermarket, like Price Chopper
- ◆ Have concerts / programs for the elderly in Grove Park

BLUE VALLEY NEIGHBORHOOD Workshop Date: June 17, 1999

- ◆ The Truman Road Corridor should compliment our efforts to improve the neighborhood
- ◆ Establish restaurants (not fast-food) within walking distance on Truman Road
- ◆ Build a movie theatre
- ◆ Beautify and landscape; add more green space
- ◆ Develop a park along the Blue River
- ◆ Upgrade the parks in the area with running paths, bike trails and more lighting
- ◆ Remodel the boarded up and unused buildings
- ◆ Replace some used car lots with a mini-strip mall. The mall could include a clothing store, a shoe store, a dry cleaners, deli, etc.
- ◆ Get rid of junk cars and junk car yards/lots
- ◆ Consolidate the used car lots into one area
- ◆ Revoke permits that allow 40 foot trailers to park in front of business, blocking traffic flow or create an exclusive lane where large commercial vehicles can safely pull-over
- ◆ Clean up broken glass and other auto part fragments after an accident; either request police department or the tow truck companies to do this. Broken glass and auto part fragments create hazards for driving
- ◆ Request the Police Department to step up patrol on Truman Road and Belmont where there is prostitution activity
- ◆ Create a “buffer” or some type of infrastructure from train tracks to cut down on noise from passing trains; noise is disturbing to the neighborhoods
- ◆ Truman Road and Van Brunt intersection floods with every rain; catch basins need cleaning and repair
- ◆ The City needs to revoke business operation permits for some of the businesses on Truman Road, i.e. thrift stores, flea markets, used car dealers.

EAST 23RD STREET P.A.C. AND CAM NEIGHBORHOODS Workshop Date: June 19, 1999

- ◆ A major grocery store near Cleveland or Jackson
- ◆ Eliminate junky car lots

- ◆ Improve the appearance of all car lots
- ◆ Improve bus service
- ◆ A K-Mart or Target store
- ◆ A family style restaurant (no fast food)
- ◆ Generally clean up all businesses and beautify the area
- ◆ A mini-mall with a large store as an anchor
- ◆ A temporary employment agency
- ◆ Reduce commuter traffic

LYKINS NEIGHBORHOOD

- ◆ Sears store
- ◆ Large retailer (Wal-Mart, etc.)
- ◆ Family restaurant
- ◆ Upgrade the used car lots
- ◆ Control flooding at Truman Road and I-435
- ◆ Plant trees, general beautification
- ◆ Clearly posted street signs
- ◆ Regulate the exterior design of new businesses – work with the Design Review Committee
- ◆ Eliminate the junk yards
- ◆ Clean and repair the catch basins
- ◆ Straighten the curve at Jackson and Van Brunt
- ◆ Offer tax incentives to attract new businesses to the area

Redevelopment Study

For The

Truman Road Corridor Study Area

City of Kansas City, Missouri

Development Opportunities and Implementation Strategies Phase II Technical Memorandum

**Prepared For The
City Planning & Development Department**

October 16, 2000

Prepared By

Peckham Guyton Albers & Viets

**In association with
By Design/Kansas City
And
King, Hershey, Coleman, Koch & Stone**

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EXISTING CONDITIONS ASSESSMENT

RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

APPENDIX C – COMMUNITY WORKSHOP TWO

I. INTRODUCTION

The purpose of this report is to identify development opportunities within the Corridor Study Area and related implementation strategies. Phase I, Existing Conditions Assessment, provides background information on the existing land use and economic development issues now facing the Corridor. That report was published May 19, 2000 and is to be used along with this document. These two documents constitute the Redevelopment Study for the Truman Road Corridor Study Area (Corridor Study Area).

This document focuses on how to initiate change. Initiating change is the responsibility of a great number of people. It will require commitment of time and resources by all the stakeholders of the Corridor Study Area to create a more positive environment in which to live and work. It will be a difficult process, and one that takes place over several years. It is a job that will never be finished, but will require constant vigilance, creativity, and a willingness to change.

Our work in Phase I clearly indicated that there is tremendous economic development potential within the Corridor Study Area. The purpose of this document is to describe a roadmap or blueprint to begin the process. This roadmap is to be used by business owners, property owners, neighborhood groups, and residents of the Corridor Study Area, as well as City Staff, Economic Development Corporation (EDC) staff, and elected officials.

The guidance offered in this document is intended to provide direction, but to remain flexible. The stakeholders involved must respond to changing or yet unidentified opportunities and issues. The private sector will be a significant partner in the redevelopment process, and the program may need to be adjusted to accommodate the needs of developers, the market place, available financing and many other factors. It is expected that new circumstances will require adjustments. The users of this document should respond accordingly and not feel bound by the specific recommendations of this document.

II. COMMUNITY WORKSHOP ONE

Community Workshop One was held on Thursday, May 25, 2000 at St. Paul School of Theology. The thirty participants were divided into three groups and asked to respond to the question:

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

The workshop was conducted using a “nominal group” brainstorming technique. Using a “round robin” approach, each participant in turn was asked to respond to the question, and their thoughts were written on sheets of newsprint by the facilitator. Because of the small group sizes, participants were provided with multiple opportunities to offer their ideas. Once the small group’s ideas were listed, each participant was provided a set of three dots and asked to assign their dots to the ideas they felt were the most important. Participants

could assign all three dots to one idea, or could split their vote. At the conclusion, the small groups shared their thoughts with the entire group.

The recommendations and observations made in the Workshop provide a basis for a number of proposed projects and actions. The key points are summarized below.

- Encourage businesses that will create jobs for the community. There should be a particular focus on businesses that offer entry-level jobs and will serve the Spanish-speaking population.
- There is a need for all types of retail and commercial service businesses. Grocery stores/ supermarkets, restaurants, convenience shops, copy shops, office supplies, a strip mall, and fast food chains were all identified as needed businesses in the Corridor Study Area. Entertainment and leisure activities are needed, such as movie theaters, a bowling alley, and/or other places for young people.
- The physical condition of the Corridor Study Area needs improvement. Intensive building and zoning code enforcement was identified as important so that the City's existing standards can be met. The demolition of obsolete, deteriorated structures is needed, including both commercial and residential structures. The junkyards and the condition of the used car operations are viewed as a detriment to the area. Better trash pickup, including more trash receptacles, is needed. Improved landscaping, lighting, and signage to create a sense of place is needed.
- Infrastructure improvements are needed, including curb and sidewalk repair. The flooding problem needs to be fixed, particularly under the railroad bridge.
- Creating a safe and secure environment for both businesses and residents was a significant concern expressed several times. There is a need for more patrols, police visibility, and expansion of the Truman Road Corridor Association's (TRCA) Security Committee.
- Build on existing assets, such as St. Paul School of Theology, Elmwood Cemetery, multi-cultural make-up of the neighborhoods, workforce, highway and rail access, location.
- Facilitate economic redevelopment through incentives, alleviation of zoning problems.
- Create parks and green space within the Corridor Study Area.
- Public transportation needs to be improved, by both improving the east/west service and implementing a north/south line. Service hours also need to be improved.

The entire list of comments is found in **Appendix A**. This summary is intended only to summarize some of the key points that came from the workshop event. The input from Community Workshop One for this Study is very much in keeping with the input from the neighborhood groups during the City's FOCUS Assessment Update. The results of the FOCUS Assessment Update are included in **Appendix C** of the **Phase I** report.

This input, in conjunction with the analysis of existing conditions, forms the foundation for the economic development programming recommendations. (During Community Workshop Two the stakeholders discussed these recommendations. This is described later in this document.) The programming recommendations, however, must be based on the realities of the market place. For example, a grocery store may be a desirable retail establishment, but if sufficient market demand does not exist, no amount of public assistance will enable a store to operate profitably at that location. While specific tenants have certain market profiles and demographic thresholds that must be met to fit their operating model, an overall look at the market provides a context for programming for economic development.

III. MARKET ASSESSMENT

A. Market Factors

Developers of retail properties and their prospective retail tenants focus on the market conditions of the surrounding area. While development incentive programs focus on various means of assisting developers with land development costs, a store must have a solid market that will sustain it in the future. Developers of industrial and office properties are not selling to the local population, but have other concerns when making project location decisions. Factors such as access, general business environment, site configuration and topography, and access to other businesses are of greater concern for these types of projects. To assist in formulating recommendations, two approaches to the market are examined in this report. First, certain key market statistics are reviewed; and second, a series of interviews with potential developers of various types of projects were conducted.

Data was procured from CACI Marketing Systems (CACI), a market data vendor frequently relied upon by the development community. CACI uses census data (1990), along with other types of data it collects, to generate estimates and projections of key data items. The Project Team requested CACI's estimates for a one, three, and five mile radius using the intersection of Truman Road and Hardesty Avenue as the centroid for the analysis.

The data indicates that a strong retail market exists in this area. **Table 1, Summary of Market Segments**, on the next page, displays the estimated, annualized expenditures both as total expenditures and by household, within the one mile, three mile, and five mile radius. The market segments represent various types of retail goods or establishments.

This data tells us that, while many of the surrounding neighborhoods are generally low to moderate income households, the significant density typical of an older urban setting generates significant buying power. Per household income is only one factor that developers and retailers consider when evaluating new locations. The number of households and the overall buying power of an area are also very important.

Several factors must come together to create a successful retail location in an urban environment¹. First, the **trade area demographics** must be positive. Developers and retail

¹ Shopping Centers and Other Retail Properties, Edited by John R. White and Kevin D. Gray, in association with the Urban Land Institute, John Wiley & Sons, Inc., 1996, pp.268-271.

tenants will be looking at whether or not there is unmet demand in the market area. The figures in **Table 1** indicate a positive retail market. Each developer will conduct a market analysis to determine if there is unmet demand for the type of project and retailers being considered. Developers must consider who else is already in the market, the strength of the competition, and the location and accessibility of the competition. Public desire for a project does not directly equate to significant unmet demand to support a project. Developer's will need to be comfortable with their analysis of the market conditions for the product under evaluation.

Table 1
Summary of Market Segments
Retail Profile Report¹

Market Segment	Annualized Expenditures in \$					
	One Mile Radius		Three Mile Radius		Five Mile Radius	
	Total	Per HH	Total	Per HH	Total	Per HH
Food Services	25,477,000	3,925	131,202,000	3,848	340,955,000	4,008
Apparel & Services	5,988,000	922	31,837,000	934	83,995,000	987
Drug	2,778,000	428	15,465,000	454	38,609,000	454
Transportation	21,441,000	3,303	109,858,000	3,222	295,578,000	3,475
Leisure & Entertainment	6,919,000	1,066	33,171,000	973	93,245,000	1,096
Home Furnishings	10,044,000	1,547	48,369,000	1,419	134,832,000	1,585
Other Retail	2,899,000	447	14,605,000	428	37,471,000	440
Total Retail	75,547,000	11,637	384,508,000	11,277	1,024,684,000	12,045

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1990 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

The second factor is **critical mass**. Retail stores typically depend on each other to bring shoppers to an area, particularly in an urban environment. In other words, a multi-store environment must be created in the Corridor Study Area. This means that, at least for the first significant project, a shopping center type of project will be needed to create a critical mass. To establish a site large enough to support a shopping center within the Corridor Study Area will require assembly of a number of parcels that are now comprised of other land uses, including residential properties. The site must contain adequate acreage, adequate depth, and a regular configuration to support modern shopping center space requirements.

Critical mass also means critical concentration. Retail centers should be clustered together as much as possible, not spread out throughout the length of the Corridor Study Area. This enhances pedestrian access from one to the other and creates synergy between retail centers.

The third factor is **access**, for both cars and pedestrians. The highway access, several north/south collector streets, and direct access from Truman Road are all positive factors for a retail center. Pedestrian access will require improved sidewalks, however. Uneven, crumbling, and weedy sidewalks do not facilitate pedestrian traffic. Parking accessibility is

another factor. New shopping center environments will require their own surface parking lots. If a series of existing buildings are rehabbed, the developer will need to work with the City on the parking requirements, which would most likely include a combination of on-street and off-street parking. Input from Community Workshop indicates that bus transportation routes need to be improved to increase accessibility in the Corridor Study Area. This factor also applies to retail, office, and industrial projects.

The fourth factor is **public support**. Economic development projects today require a partnership between the public and private sector. Public sector support includes financial assistance to overcome the extraordinary costs of redeveloping sites, as opposed to building on a “green” or open site. This can take many different forms depending on the needs of the specific project. Public support also includes zoning requirements that provide for the flexibility needed to adapt an existing environment to a new use. This also requires that the public agencies involved are willing to commit the staff and financial resources needed from the public sector to accomplish the project.

Most importantly, however, public support means that the local property owners, tenants, businesses, residences and other stakeholders in the Corridor must support the assembly of land to create a site large enough to accommodate a project. This is typically the most politicized and difficult aspect of redevelopment in an urban environment. In instances where the sale of a piece of property cannot be negotiated, the stakeholders in the Corridor must support the use of the City's right of eminent domain, if necessary. There are many requirements in the exercise of eminent domain to protect the rights of both the seller and the buyer; however, this is often a very controversial action. A developer must be able to assemble the land to put together a project site. The Truman Road Corridor Association (TRCA), as well as the neighborhood associations and other local organizations and property owners, are a key component in building support for the concept that land will have to be assembled and certain existing owners/tenants relocated in order to put together a site. Public support for land assembly will be critical to the success of an office or industrial type project, as well. Unless this support exists, developing a significant retail project in the Corridor will be extremely difficult, if not impossible.

The fifth factor is **credit retailers**. The retailers must have the commitment and financial resources to be successful at an urban location. Typically, operating costs are higher in an urban location due to a combination of factors, including higher taxes, higher security costs, and/or higher utility costs (particularly if the building is an adaptive reuse). The retailer must be able to adjust its operations to an urban environment. In addition, the retailer must be a stable, proven operation, particularly if it is an anchor tenant. It is devastating to a project when an anchor tenant closes stores due to circumstances that relate to business practices and have nothing to do with the project.

The sixth factor is **sales productivity consistent with operating costs**. The retailers must be able to operate profitably at this urban location. A retailer must be able to achieve sales volume comparable to its stores at other locations. This, of course, ties in to the trade area demographics and the accessibility of the site.

Sales volume is important, but sales volume in relation to operating costs is the critical factor for the retailer. One of these components is the lease rate. A developer/owner must charge enough rent to recoup the costs of doing the development commensurate with the

risk involved. If land assembly, site preparation costs, and/or infrastructure costs are high, a developer must charge high lease rates to recoup costs. If these lease rates are above market rates for the rest of the region, it will be difficult to lease the space and it will be difficult for the retailers to operate profitably. Public incentives play a role in creating a level playing field for a developer so that he/she can ultimately operate with market level lease rates. However, the price of land is critical to this transaction. While public incentives are used to assist in the extraordinary costs of land assembly in urban environments, it does not create a situation where the sale price of the land can exceed market value. Land-owners seeking to obtain a windfall through the sale of land for a redevelopment project can quickly negate the financial feasibility of a project.

There are three types of shopping centers particularly suitable for the Corridor Study Area². These are typically classified based on the major anchor tenant or tenants and the size of the centers' trade area. The first is a *convenience center*. The tenants in a convenience center offer personal services and convenience goods. The anchor tenant is typically a mini-market or other type of personal/convenience service store. Convenience centers contain a minimum of three stores and have a gross leasable area of up to 30,000 square feet.

Neighborhood centers also provide for the sale of convenience goods and personal services, but are larger and are typically anchored by a grocery store or supermarket requiring about 60,000 square feet. Such centers provide for the daily living needs of the neighborhood, such as food, drugs, sundries, laundry, dry cleaning, barbers/beauty salons, shoe repair, etc. Neighborhood centers range in size from 30,000 to 100,000 square feet and typically require 3 to 10 acres. Such shopping centers contain multiple stores (often 15 to 20). They serve an area with a radius of about 1.5 miles and typically require a population of 25,000 to 40,000. Drive time to a neighborhood center should be less than 10 minutes.

Community Centers are the next step up on the scale of shopping center types. Community centers include the sale of goods and services for daily living needs, but also include a more extensive range of soft goods, such as clothing or shoes, and hard goods, such as appliances or hardware. This type of shopping center offers a wider variety of products than found at a neighborhood center. Major tenants are usually a discount department store, junior department store, super drugstore, or variety store, in addition to a supermarket. Community centers often include specialty stores. A typical community center is approximately 150,000 square feet, but can range from 100,000 to 500,000 square feet and provide space for about 40 stores. Community centers typically require 10 to 30 acres and serve a market area population of 40,000 to 150,000 within 3 to five miles. Drive time to the shopping center should be 15 minutes or less. Typical community centers are large community centers reaching 250,000 square feet.

There are several other types of shopping centers, but developers are less likely to consider these types of products for location within the Corridor Study Area. Power centers contain at least four category specific, off-price anchors of 20,000 square feet or more. These types of centers require a large market area with substantial buying power. A re-

² Dollars & Cents of Shopping Centers, Michael D. Beyard, Anita Kramer & Associates, Kevin Peterkin, and Jeffrey Kegler, Urban Land Institute, 1998, p3.

gional center contains one or more department stores and is typically at least 500,000 to 1,000,000 square feet. This type of facility is too large for the Corridor Study Area, as is a super regional center that contains multiple department stores and reaches 500,000 to 1,500,000 square feet.

The Phase I analysis found that the estimated population within the three mile market area is approximately 87,000 and reaches 200,000 within a five mile radius. In addition, the retail profile data indicates that there are significant expenditures for groceries within a three and five mile radius. **Table 2, Detail of Food Services**, displayed below, indicates that expenditures on groceries within a three-mile radius reaches over \$97,000,000 on an annualized basis, and nearly \$247,000,000 million on an annualized basis within a five-mile radius. These figures would indicate that there is very likely latent demand for an additional grocery store or supermarket in this area.

Based on the input from Community Workshop One, the FOCUS Neighborhood Assessment, as well as the analysis in this report, it is recommended that the programming recommendations provide for either a neighborhood center or a community center. A neighborhood center, due to its smaller scale, may be easier to achieve. Anchored by a grocery store, a neighborhood center would provide for a variety of stores to serve the neighborhood's daily living needs and would respond to the stated desires of the community.

Table 2
Detail of Food Services
Retail Profile Report¹

Market Segment	Annualized Expenditures in \$					
	One Mile Radius		Three Mile Radius		Five Mile Radius	
	Total	Per HH	Total	Per HH	Total	Per HH
Groceries	18,381,000	2,831	97,398,000	2,857	246,699,000	2,900
Dining Out	5,755,000	887	27,546,000	808	76,463,000	899
Alcoholic Beverages	1,341,000	207	6,258,000	184	17,793,000	209
Total Food Service	25,477,000	3,925	131,202,000	3,848	340,955,000	4,008

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1990 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

There appears to be some demand for goods and services beyond daily living needs. This indication is provided in the data on expenditures on leisure and entertainment as displayed in **Table 3, Detail of Leisure and Entertainment Segment**, on the next page. This table shows that expenditures for these types of goods is approximately \$1,000 per household, considerably less than the expenditures for food services of nearly \$4,000 per household.

This information indicates that a neighborhood center type of shopping center may be best suited for the Corridor Study Area. This would provide for a grocery store/supermarket, as well as other daily living needs for the surrounding neighborhoods. In addition, other types of goods and services could be offered on a limited scale. The true test of this recom-

mendation, however, will be if there is a positive response from the market place when the City solicits redevelopment proposals.

The market for industrial and office type properties does not depend on the market for goods and services generated by the Corridor businesses and/or the surrounding neighborhoods. It depends on the economic conditions of the region and the nation-wide business environment.

Table 3
Detail of Leisure & Entertainment Segment
Retail Profile Report¹

Market Segment	Annualized Expenditures in \$					
	One Mile Radius		Three Mile Radius		Five Mile Radius	
	Total	Per HH	Total	Per HH	Total	Per HH
Books & Periodicals	821,000	126	3,995,000	117	11,136,000	131
Entertainment & Hobbies	6,099,000	939	29,176,000	856	82,109,000	965
Pet Care	526,000	81	2,407,000	71	6,986,000	82
Sporting Goods	386,000	59	1,754,000	51	5,206,000	61
Toys	524,000	81	2,483,000	73	6,950,000	82
Video Cassette Purchase	87,000	13	424,000	12	1,196,000	14
Video Cassette Rental	227,000	35	1,104,000	32	3,072,000	36
Video Games	88,000	14	429,000	13	1,190,000	14
TV/VCR's/Video Cameras	296,000	46	1,520,000	45	4,127,000	49
Audio Equipment	106,000	16	533,000	16	1,421,000	17
Photo Equip. & Film Processing	175,000	27	842,000	25	2,472,000	29
Other Entertainment & Hobbies	3,684,000	567	17,682,000	519	49,489,000	582
Total Leisure & Entertainment	6,919,000	1,066	33,171,000	973	93,245,000	1,096

¹ Data provided by CACI, Market Profile Report dated 2/2/2000. Figures for 1990 are 1990 Decennial Census Data. Figures for 1990 are CACI estimates and figures for 2004 are CACI projections. Analysis by PGAV. The radius is based on a centroid at Truman Road and Hardesty Avenue.

B. Developer Interviews

While examination of data is an important component of understanding a market area, it is equally important to talk to the developers and brokers who represent the private interests that could potentially be interested in doing business within the Corridor Study Area. The first-hand experience with these parties is extremely valuable in understanding the potential for private sector investment, the risks, and types of uses and tenants that may be possible.

To gain this first-hand knowledge of the realities of the market place, the Consulting Team interviewed several commercial brokers and developers from both the Kansas City and St. Louis Metropolitan Areas. These parties represented a variety of backgrounds, interests, and experiences. Overall, the following points were commonly held by those interviewed:

- Redevelopment, particularly of the area north of Truman Road, south and east of the railroad tracks and west of Elmwood Cemetery, will require extensive use of both tax increment financing, brownfield tax credits, and perhaps, even other resources to deal with the extensive costs. This project and other major redevelopment projects along Truman Road are suitable only for large-scale developers with significant resources and the ability to take risk. Several developers we spoke with were very interested in this project and felt that they could make it work. Another voiced some skepticism that enough resources would be available to allow the project to be financially feasible.
- Several varied uses were mentioned as possibilities for Truman Road. These included fast-food restaurants, truck stops, hotel/motels, and a grocery store. One felt that infill housing, such as townhouses, along the Truman Road frontage would also be appropriate.
- Several of the parties we spoke with felt strongly that the area could support a grocery store. Typically, lower income, particularly African-American market areas, has been underserved by the chain grocery store industry. Today, this hesitation to serve these markets appears to be starting to change. It is clear that in several major metropolitan markets in the Midwest, various grocery store chains are learning about this potential market and are recognizing the potential. The Consulting Team is aware of a number of instances where grocery chains are entering markets they previously have not considered serving.
- All the parties we spoke with felt that the junkyards must be cleaned up. One noted that the City has adopted codes for junkyards, but that they are not being enforced. Enforcement of the City's existing code would alleviate some of the problems.
- Alleviation of the flooding problem under the railroad overpass was mentioned as critical to the development of any uses that rely on trucking for their businesses.
- The parties interviewed emphasized that the Corridor Study Area needs substantial code enforcement throughout the area.
- The parties interviewed also felt that the security problems throughout the Corridor Study Area must be resolved. If workers and/or shoppers are fearful of their safety, they will avoid the Corridor Study Area, rather than be attracted to it. In addition, private investors will hesitate due to the negative impacts this problem has on the market place and their ability to retain high quality employees.

The Consulting Team found these comments promising and felt that they confirmed the findings of the Phase I report, the market assessment, the input from the community, and the Team's own impressions. None of those interviewed felt that this would be an easy task. The costs to implement significant redevelopment projects in this area will be substantial and will require a great deal of commitment and resources. However, all the parties interviewed felt that there is potential, given the right circumstances. Many were very interested in responding to a request for redevelopment proposals by the EDC.

IV. ECONOMIC DEVELOPMENT PROGRAM AND STRATEGY

Based on the community input, the analysis of existing conditions, and the market assessment, there are particular projects and actions that are critical to the economic development program for the Corridor Study Area. These are not listed in order of priority or sequence.

- Development of a **Business Park** for light industrial and small office uses. An emphasis should be placed on attracting businesses with a need for entry-level jobs and semi-skilled and skilled labor. This should include an emphasis on job creation and training for the Hispanic population. Missouri's various tax incentive programs for businesses should be used to provide incentives for these businesses that can meet these goals to locate in the Corridor Study Area. The Business Park should reflect a high quality of design to set a new standard of quality for the Corridor Study Area. Adequate landscaping and buffering, as well as quality building materials for facade treatments will be important to the success of this development.

The new businesses and their employees from the Business Park will create a demand for additional retail goods and services, including daily living needs such as shoe repair and dry cleaners, as well as restaurants and office supply/copy shops.

- Development of a **Neighborhood Center** to include a grocery store/supermarket and smaller shops providing other retail goods and services. The Neighborhood Center should reflect a high quality of design to set a new standard of quality for the Corridor Study Area. Adequate landscaping and buffering, as well as quality building materials for facade treatments will be important to the success of this development.
- **New investment needs to be encouraged** throughout the Corridor. Existing buildings and lots throughout the Corridor Study Area are underutilized. New business activity, retail, commercial service, light industrial and even some small office uses need to be encouraged. The TRCA needs to launch a marketing program to attract new businesses to the area. As businesses and residents already in the area, they are the best spokespersons for the value of a Corridor Study Area location.
- Where appropriate, **existing buildings need to be rehabilitated**. There needs to be an extensive commitment by the existing property owners and tenants to reinvest in their own properties. This includes building rehabilitation, parking lot improvements, landscaping and signage. This will require reinvestment by the building's owners and tenants. There are various programs available throughout the City and the State to provide incentives to assist with the costs of rehabilitation, enabling them to charge a market rent and yet recover costs. The TRCA needs to lead this effort and develop a program to encourage reinvestment. A focused effort led by the TRCA to develop a one-on-one program with the City and Economic Development Corporation (EDC) staff can be very helpful in working with owner/tenants to reinvest in their facilities. Business retention is a critical factor in an economic development program. It is easier and generally less costly to retain existing businesses than to attract new ones.

- The physical condition of the **existing buildings must be improved**. Dilapidated structures should be demolished, including commercial and industrial, as well as residential structures. Aggressive code enforcement should be an ongoing practice in the Corridor Study Area. This should include enforcement of building codes, lot conditions, zoning ordinances (particularly with regard to nonconforming uses), and signage. The TRCA should work with the City on a program for maintenance of the vegetation in the City's rights-of-way, such as sidewalk areas. In Kansas City, maintenance of these types of areas is the responsibility of the adjacent property owners.
- Prepare a **streetscape design program** that will focus on developing a sense of place and identity; provide for benches, street lighting and a coordinated sign program, green space where appropriate, and an overall improvement of the visual environment. This design program should include a plan for the replacement of broken and failing curbs and sidewalks. The TRCA should take a lead role in working with a consultant to prepare the streetscape design program.
- Commission an **engineering study to analyze the flooding problem** within the Corridor Study Area and recommend solutions. Resolution of the flooding problem of Truman Road, particularly the railroad underpass flooding, is critical to the ability to attract a business park to the Corridor Study Area. The flooding not only endangers property, but limits access, a primary criteria for the location of industrial uses.
- Fundamental to the retention of existing businesses, as well as the attraction of new businesses, is the need for a **safe and secure environment** in which to operate. This requires not only an ability to implement safety and security measures on site, but also that a sense of security exists throughout the entire Corridor Study Area. Continuing to work with the City's community policing program, as well as supplementing the City's program with additional professional security, is essential to the long-term sustainability of the Corridor Study Area. Even the perception of crime and/or insecurity will severely detract from the marketability of a Corridor Study Area location.
- Work with the Kansas City Area Transportation Authority (KCATA) to **improve bus service** to the Corridor Study Area. This should include routes that will facilitate bringing new employees to the area.
- The Corridor Study Area needs **improvement in its overall land use management**. The concentration of salvage yards and used automobile businesses detract from the Corridor. Much of the housing stock immediately adjacent to the frontage properties exhibits characteristics of disinvestment and lowers residential value due to negative impacts from the adjacent commercial and industrial properties. Tighter land use controls through zoning can assist in remedying some of these problems as properties change. The use of the City's planned zoning district categories allow for the type of flexibility and stringency necessary to deal with these types of urban land use management issues. Use of standard zoning, where uses are permitted by right, make it difficult to manage land uses in areas where one is trying to direct change towards revitalization. As properties are redeveloped, it may be appropriate to utilize the City's planned development as urban redevelopment zoning designations for new projects. For example, projects of a neighborhood or local retail nature would typically be zoned in the "CP-1", Neighborhood Retail Business or "CP-2", Local Retail Business Districts.

More control of new development or redevelopment for these types of projects would be provided if the parcels involved were rezoned to the “URD”, Urban Redevelopment District or the “CP”, Planned Business Center District as part of the redevelopment project approval process. Similarly, the “MP”, Planned Industrial District would be the appropriate zoning for industrial projects.

- **Healthy, quality neighborhoods** are integral to the success of an economic development program for the Corridor. A program of concentrated housing code enforcement, housing rehabilitation, and demolition of dilapidated housing units should be executed. The effort should begin with those housing units immediately adjacent to the frontage properties and work outward. Deteriorated housing units have a negative impact on commercial properties, and deteriorated commercial properties have a negative impact on adjacent housing. In order to improve the overall viability of the Corridor Study Area, this must be a two-pronged effort.

The process of urban revitalization is an ongoing effort; one that is never done. Large-scale projects, such as a new business park, can take several years to accomplish. Other projects, such as a program to market the Corridor to attract new businesses, or reinvestment by existing property owners and tenants, can be initiated in a few months.

Many of these projects can be implemented simultaneously. All of these are different aspects of the same goal. They are all important, and all work together to bring about the revitalization of the Corridor. No single project or action is going to accomplish Corridor revitalization. It will require a multi-pronged effort to bring in new business activity, rehabilitate existing buildings, improve the physical condition of the Corridor, improve the sense of security for a positive business environment, improve the visual quality of the Corridor, and improve the surrounding neighborhoods that serve as the market area for businesses on Truman Road. The TRCA must creatively utilize the tools and strategies that are available in order to fulfill its leadership role. One of the most important and effective tools is the creation of a community improvement district. The next section of this report describes the recommended strategies for accomplishing these projects.

V. IMPLEMENTATION STRATEGIES

A graphic depiction of the implementation recommendations and strategies is displayed on the plates in **Appendix B**. This section describes the recommended action steps, responsible parties, and anticipated time frames. It is important to consider the implementation of these recommendations in light of the overall operational context described below.

A. Operational Context

These recommendations are presented within the context of one overall, operational context; leadership and commitment must come from the stakeholders. First, and foremost, stakeholders must grasp that the City is not responsible for solving the Corridor’s problems; the stakeholders are responsible. It is the role of the City and its agencies to support local stakeholder efforts and provide technical assistance. The initiative, the leadership,

and the commitment of time and resources, must come from the property owners, the businesses, and the neighborhoods.

Today, cities across the Country face the ever-present problem of increasing demand and limited resources. This is particularly acute in older, heavily urbanized cities due to the cost of aging infrastructure and demands for service delivery, coupled by declining populations and tax bases. There is intense competition between equally worthy needs for limited resources.

Today, more than ever, the maxim is true that *"the squeaky wheel gets the oil."* In other words, the stakeholders of Truman Road must let their voices, their needs, and their goals be heard. They must earn recognition from the City's decision-makers (primarily the elected officials) as serious players who are willing to put forth the commitment time, energy, and own resources to make Truman Road the place they want it to be. This must be accomplished, not by first asking for help, but rather by initiating action and demonstrating this commitment and leadership. The Strategies recommended in this document are designed to be implemented within this operational context.

B. Generate Participation, Enthusiasm, and Energy by Involvement

The first step in any major economic development program is to generate widespread interest and support. There is always a "core" group that will serve as the leadership for the effort. But more than leadership by a few is needed for a successful program. Greater active participation by both businesses and the residents is necessary to generate widespread support for new initiatives and for change. Increased, active, participation by businesses, property owners, and residents in the TRCA and its committees is one place to start.

Nothing breeds success like success, however. One of the first projects undertaken should be something that is: 1) simple, so that it can quickly and easily be implemented; 2) involves as many people as possible; and 3) results in a physical change, so that many can see the outcome of their efforts.

One suggestion for just such a project would be the development of a logo and slogan for the Corridor Study Area. The TRCA should lead this effort. A contest could be held for the best logo and slogan. Students, residents, businesses, and property owners should all be encouraged to participate. The contest can be marketed to the community as the kick-off for the new economic development program. Entries could be judged by a committee. Given that logos and slogans must also meet the criteria as good marketing tools, it is suggested that a professional public relations expert assist in the analysis.

Once a logo and slogan are chosen, the TRCA can announce the winner. Pictures of the logo and the slogan can be used immediately. The TRCA should use the logo and slogan on its website and stationary, for example. Signs containing the logo and slogan can be printed and put in business windows. Banners can be erected along the street that display the logo.

This one activity can be accomplished very easily and quickly, and involve a great number of people in the community. It will help to generate a sense of pride and identity in the Corridor Study Area and can demonstrate immediate results. This activity can also be accomplished relatively inexpensively.

This is just one example of this type of project. Another similar type of project would be a “community clean-up” day. Volunteers can assist local businesses in conducting exterior “paint-up/fix-up” tasks, such as painting, minor repairs, trimming vegetation, planting, weed removal, and other tasks that could have a significant impact on the exterior condition and visual appeal of the Corridor. The TRCA should take the lead and consider other possible projects as well that can be implemented quickly and will generate widespread community involvement.

C. Creation of a Business Park

The Corridor Study Area would benefit greatly from a major new redevelopment project. A new business park that would meet the needs of modern light industrial users would create a significant, positive impact. The creation of a business park would result in the redevelopment of a large area, which would stimulate a dramatic increase in the number of businesses and jobs in the Corridor Study Area, as well as considerably increase the amount of tax revenue generated. Such a business park does not preclude the redevelopment of individual buildings throughout the Corridor, but rather would serve as a major catalyst to attract yet further reinvestment.

Plate 1, Redevelopment Opportunities, displays the recommended target area for a business park. This area offers the following advantages for a business park:

- This location capitalizes on the existing investment at the new U.S. Postal facility and the new Belfonte Ice Cream complex. The immediate access to I-70 and the rail access provided by the adjacent Kansas City Belt Railway tracks offer the type of accessibility that is highly valued by industrial type users.
- The railroad, Truman Road, and Elmwood Cemetery provide natural boundaries that will buffer the residential areas from the business park.
- An assemblage of parcels would create a site of 57 acres, large enough to develop a project of modern lot sizes and configurations, while providing adequate new roadways and stormwater drainage; and large enough to have a substantial impact on the economic activity in the Corridor Study Area.
- Requires minimal housing acquisitions. There appear to be only five single-family units remaining in this area, and it is not clear how many of these remaining units are occupied.
- The Business Park location and scale should be large enough to create new demand for restaurants and daily living needs. There is also new demand for the uses in this segment of the Corridor Study Area by employees of the new U.S. Postal facility and Belfonte Ice Cream plant. The Business Park, in conjunction with these other new projects, should serve as a catalyst for additional private investment because of economic

spillover. The advantage of this site is that it capitalizes on this concentration of existing investment so that there is localized demand for additional businesses, and there are parcels in the immediate vicinity that could be assembled and redeveloped for small retail and commercial services uses. Target areas B, C, and D, for example, represent potential assemblages of parcels for such small shops and restaurants.

- This location contains some of the most salient blighting conditions in the Corridor Study Area. The adverse conditions caused by the salvage yards and the recycling center was identified in the FOCUS Neighborhood Assessments, as well as in Community Workshop One for this study. Redevelopment of this area would eliminate these conditions.
- This site is large enough to allow enough flexibility to incorporate existing businesses desiring to remain and that are appropriate for the area and would be beneficial to retain at this location. There is potential to incorporate these operations in new buildings, or to rehabilitate their existing buildings as a part of the Project.

Because of the multiplicity of benefits a business park would bring to the Corridor, it is recommended that this project be the first major project undertaken. The TRCA must initiate this process by requesting the City and the EDC's assistance in the creation of the business park. The Economic Development Corporation and the City will need to initiate the process for this redevelopment project. This process requires preparing a request for redevelopment proposals (RFP). It is generally recommended that a minimum of sixty days be allowed for developers to respond to this type of solicitation. Given the complexity of the land assembly and financing issues likely to be associated with this project, we recommend a 90-day response time. The City and EDC will then need to proceed with their standard due diligence process, developer selection, and negotiation and project approval process for redevelopment projects. It should be recognized at the outset that this is a long term project that will likely require three to four years to bring to fruition due to the complexity of the environmental issues and the land acquisition issues.

Due to the extraordinary land acquisition costs, the multiplicity of parcels that need to be assembled, relocation costs, demolition of buildings and utilities, and new infrastructures that must be constructed, the use of public financial assistance will be required to implement this project. Tax increment financing is likely to be the only redevelopment tool that offers the capability to deal with the public financial assistance needs of a project of this complexity. Brownfield tax credits, and possibly grant funds as well, will be necessary to assist with the environmental issues likely to be found on the site because of the long history of unregulated industrial type uses. In addition, the City/EDC will need the capability to utilize the power of eminent domain to effectuate parcel assembly should acquisition through negotiated sale prove unsuccessful.

While the City/EDC will need to take a lead role in the mechanics of approving a redevelopment project, the TRCA's participation is vital to the success of this endeavor. Redevelopment requires change, often dramatic change; and change of this magnitude brings with it political controversy, particularly over the need for parcel assembly to create modern, viable sites for modern business needs. The TRCA must give its full support to the concept of the need for parcel assembly for this project if it is to succeed.

Business parks are typically built-out over a period of years. How quickly they are constructed will depend on how the market responds. A typical business park such as this may require three to four years before all the lots are completely absorbed. Complex projects such as this also have a long lead-time from initial conception to the start of construction. It will typically require nine months to a year to review developer's proposals, negotiate a redevelopment agreement, and put the necessary redevelopment mechanisms into place. Once the City approves a developer and project by ordinance, the developer may begin to acquire property. The acquisition of multiple parcels, the relocation of existing businesses, the use of eminent domain, if necessary, and the environmental clean up, as necessary, all require extensive time before construction can begin. From the time of initial receipt of developer proposals, three years or more may be required before a developer can begin construction. These projects do not happen quickly, but they do have a powerful, positive impact on a community.

The business park also provides the opportunity for the creation of local jobs for the surrounding neighborhoods. Once the land development transaction is completed, the developer will begin marketing the site. It will be important for the EDC to work with the developer to find and assist businesses that will bring new jobs to the area. The EDC administers a number of programs designed to assist qualifying businesses with expansions, job creation, and job training. Though the EDC must be contacted for the detailed requirements and regulations for each program, the key business expansion and training programs available for businesses in the Corridor Study Area are listed below.

- SBA 505 Loans for small businesses at a fixed-rate with a low down payment.
- EDC Revolving Loan Fund (RLF) is a revolving loan fund for small businesses requiring financing for fixed assets when conventional financing is not possible. This fund is to assist small businesses with expansion projects that will create or retain jobs.
- EDC Neighborhood Commercial Revolving Loan Fund (NCRLF) is a revolving loan fund for small businesses desiring building acquisitions and improvements in neighborhoods in need of revitalization.
- Kansas City Minority Business Capital Fund (MBCF) serves as a credit enhancement mechanism for minority owned businesses unable to obtain sufficient capital through conventional lenders.
- SBA 7(a) Prequalification Loan Program assists minority businesses by prequalifying an applicant before they go to a bank for SBA 7(a) Loan Guaranty Program assistance.
- Industrial Revenue Bonds (IRB'S) program allows tax-exempt bonds to be issued by the Industrial Development Authority.
- Missouri Customized Training Program helps new or expanding businesses recruit and train for newly created jobs, as well as retraining of the existing workforce.

- Metropolitan Community Colleges (MCC) participate in the Missouri Customized Training Program by coordinating the training programs, providing classroom space and MCC faculty or outside professionals.
- Full Employment Council (FEC) funds company participation in job training programs targeted to disadvantaged persons.
- Missouri First Linked Deposit is a loan program based on job retention or creation.
- Reduced Utility Rates Utility Rider Program provides the opportunity for qualifying businesses to reduce their gas and electric bills during the first five years of service.

These types of programs should be used to attract businesses to the business park that will create new jobs and provide for job training to the benefit of the surrounding neighborhood residents.

D. Alleviation of Stormwater Flooding Problem

The flooding problem is a potentially significant, deterrent to the willingness of new businesses to locate within the Corridor Study Area, particularly with regards to a new business park that focuses on distribution uses that rely heavily on truck access to the highway. An important element of any significant redevelopment effort will need to be the alleviation of the flooding problems. This process will require an engineering study to determine alternative means to resolve the problem, and then an allocation of funding to design and construct the chosen solution.

Cities today are faced with a multitude of capital improvement projects that far exceed the available funding. Resolution of the flooding problem will be an expensive proposition. This problem is competing with all of the City's other capital improvement needs. In order to address the problem, it must become a high priority project on the City's agenda.

The TRCA plays a critical role in raising this problem on the City's agenda. Kansas City prioritizes CIP projects through the Public Improvements Advisory Committee (PIAC). This Committee receives project requests from various sources, such as complaints, City Departments, and through the elected officials. It is the role of the TRCA to lobby the elected officials and PIAC for their support of this improvement project as a high agenda item. Without such promotion of the importance of this project, it will be a very long time before it is given funding consideration. Developer interest in the business park at the recommended location should assist the TRCA in developing support for addressing the flooding problem. In addition, new tax revenues from the Business Park may be available to supplement the PIAC funds. The TRCA should begin this effort immediately, as it will likely take some time before adequate funding is allocated for the engineering and construction of this project.

E. Reinvestment in Existing Businesses and Buildings

Reinvestment by existing businesses and property owners is probably one of the most critical components of a redevelopment program. Reinvestment by those who are already in the Corridor is one of the most powerful statements an area can make with regards to its future. When existing property owners and businesses reinvest, it is a strong signal that this is a good place to do business and that there is value in this location. New investors, developers, and potential tenants will see this as a very positive sign and will be encouraged by the local effort and commitment to bring about change.

Market the Corridor

The TRCA has an important role to play in this effort. First, the TRCA needs to further its efforts to market the Truman Road Corridor. A marketing brochure would be a valuable piece to assist in this effort, for instance. A brochure can be sent out to commercial brokers, real estate agents, and developers. Brochures can be left with various City/EDC agencies that encounter businesses looking for urban sites. Such a marketing piece should advertise potential redevelopment sites, promote the Corridor's accessibility, advertise the program and efforts underway for economic redevelopment, and communicate examples of existing new investment, such as the Belfonte Ice Cream plant and the U.S. Postal Facility, for example. This brochure should be professionally designed and should be kept current in order to be effective. The brochure should market redevelopment opportunities, advertise the City/EDC business incentive programs, and provide contact information for interested parties.

Existing Property Owners and Businesses Need to Reinvest

Bringing in new investors to rehabilitate existing sites is one aspect of this effort. The most important component of the program to reinvest in existing buildings comes from the existing businesses and property owners. The TRCA needs to serve as the advocate and promoter to the existing businesses and property owners. It needs to be the "cheerleader" in this effort and to lead by example. There are several actions the TRCA can take to fulfill this function.

Facilitate Communication about Incentive Programs

One action the TRCA can take is to facilitate communication between the City/EDC staff and existing businesses and property owners. For example, the TRCA can host a workshop with the City/EDC staff to discuss the various incentive programs offered to assist businesses and property owners. The local banks should be key participants in this effort also, by discussing their loan programs and how they can help local businesses. Businesses and property owners will have the opportunity to discuss ideas, ask questions, and make contacts with the resource people who can best help them in their individual efforts. This type of workshop should probably be held twice a year and should be modified as needed as experience dictates.

Lead by Example

Another effort the TRCA can undertake is to encourage and/or persuade individual businesses and property owners to reinvest. If members of the TRCA lead by example and begin by reinvesting in their own facilities, others can be persuaded to follow their example. Businesses and property owners who rehabilitate their sites will set a new and higher standard for the rest. The TRCA can also promote reinvestment by recognizing individual efforts. An award for the best rehabilitation project for instance, is one way to publicize this recognition. Award categories could include categories for private entities, public/semi-public agencies, best building, best landscaping, etc. Such public recognition can assist the TRCA in its effort to place its needs high on the City's agenda by demonstrating the commitment of the Corridor to its future.

Participate in the Facade Rebate Program

The TRCA should also request that the City designate the Corridor Study Area an eligible area for the City's existing Facade Rebate Program. This is a storefront facade improvement program through which rehabilitation grants are made available to owners of commercial property and businesses. The purpose of this program is to improve the attractiveness and commercial appeal of the area. The program has specific eligibility criteria for project costs and specific application procedures. Only designated commercial revitalization areas are eligible for the program.

The TRCA will need to work together to create its own programs and actions to facilitate the retention and attraction of businesses. City/EDC staff can be helpful in providing the TRCA with examples of what other organizations in the City are doing and what has been successful. This type of effort is limited only by the TRCA's creativity and ingenuity to devise these types of programs. This should be an ongoing effort by TRCA that should begin within the year.

F. Creation of a Self-Funded Organization: Implement a Community Improvement District (CID)

Missouri has several types of programs that will allow local organizations to create special taxing districts that can levy assessments or taxes on the businesses, properties, or residents within the special district for certain purposes. The advantage of this type of program is that it permits a local group to raise funds for its own self-improvement projects. There are strict requirements for the creation of these districts that are designed to protect those that might be impacted by this new district. There are also requirements for how assessments or taxes may be determined, how such districts are to be governed, their powers and limitations, and rules on who may be included. Missouri statutes provide for various types of such districts, including Special Business Districts, Neighborhood Improvement Districts, Community Improvement Districts, and Transportation Development Districts. Based on our work to date, and the goals and objectives of the TCRA that have evolved from the process, we believe the type of business district that would best suit the needs of the Corridor Study Area is a Community Improvement District.

The formation of a Community Improvement District would allow participants to create a self-governing organization to do the following types of activities:

- Raise funds for its own needs, including determination of how funds are to be raised and how much the levy or assessment should be;
- Determine how funds are to be spent;
- Control its own funds, such that the District can enter into contracts, acquire property, retain personnel, retain consultants, and spend funds on its own programs.

Implementation of a CID sends a strong message to the governing body, as well. It lets the elected officials know that this group of business people, property owners, and residents, are very serious about improving their situation and are willing to pay additional taxes or assessments to help facilitate the process. They are not looking to the City to solve all the problems; instead, they are an active and effective participant in the solution. These actions are looked upon very positively by elected officials and will assist in raising the particular needs of Truman Road as a priority for funding and attention by the City.

A CID is governed by a Board of Directors. It may be created as a political subdivision, allowing it to impose special assessments or taxes, or it may be created as a not-for-profit organization, giving it the power only to impose special assessments. It is recommended that the Corridor Study Area consider the creation of the CID as a political subdivision in order to give it more flexibility. The Board of Directors either may be elected by the “qualified voters” within the CID, or may be appointed by the municipality. It is anticipated that the TRCA and the CID will have overlapping members and, possibly, even overlapping board members. In some ways, the CID should function as the implementation arm of the TRCA.

How a CID is to be created and how it is to be governed is determined at the inception of the CID. To establish a CID, a petition must be prepared and filed with the municipal clerk. This petition establishes the structure of the CID, identifying how it is to be incorporated, its purpose, its duties, limitations of its powers, how it is to be governed, the area to be included in the CID, and the maximum rates of real property and/or special assessments that the CID may impose. The petition must also include an initial five-year plan identifying the types of activities and projects it will undertake and the estimated costs. It can take about a year to prepare a proper CID petition with all the required information.

The boundaries of the CID must be stated in the petition. The CID should be large enough so that it can generate significant revenues without placing an undue burden on a few, but it should also be small enough so that it can remain focused and concentrate its activities so that it is effective. One of the questions that the organizers of the CID will need to address is whether and/or how much of the surrounding neighborhoods are to be included in the CID. The first question that must be asked is, are the residents willing to be assessed or taxed to assist in raising needed funds? If the answer is yes, they should be included in the CID. If the answer is no, then the organizers of the CID need to consider, what, if any programs, they may want to implement in the adjacent residential area. If, given the available funds, the programming is going to be limited to the commercial corridor, then it may be most effective to limit the boundaries of the CID to the Corridor properties. If this is the case, it may be very helpful to the CID board to include a neighborhood representative as an “ex-officio” member of the Board as a means to involve the surrounding neighborhood organizations.

Once prepared, the petition must be signed by: property owners collectively owning real property representing more than 50% of the assessed value of the real property located within the CID; **and** by owners representing more than 50% per capita of all owners of the real property located within the CID. These safeguards are built into the requirements in order to protect the participants and to be sure that everyone affected has a voice. Once the petition is verified, the municipality must hold a public hearing on the CID. Once the City has heard from the public, it may approve the CID by ordinance.

Once formed, the CID operates independently of the City. A CID is not a city, however, and is not empowered with the same powers as a city, such as eminent domain or the ability to legislate its own laws, nor do its actions supercede municipal law. The establishment of a CID also does not replace existing municipal services. The City must continue to provide the same services it provided before the CID was created, as well as afford the same services provided to the rest of the city. Projects, services, or activities by the CID are intended to supplement, not supplant, city services.

A CID can be used to accomplish many different kinds of programs and projects within the Corridor Study Area. For example, the CID could retain an engineer to study the deteriorated sidewalks and use CID funds to construct the new sidewalk improvements, or use CID funds to launch a program to market the Corridor to potential investors. Given the importance of the historic Elmwood Cemetery, the CID could consider an allocation of funds towards improving this public asset as a tourist attraction. The types of projects or activities undertaken by a CID are limited primarily by its own decisions as to the amount of funds it can raise. Importantly, CID funds can be used to match other funding programs, such as grants or special loan programs.

The CID would be particularly effective in implementing two particularly high priority suggestions that arose from the workshop. The first is the creation of a safe and secure environment. CID funds could be used to develop a program to enhance the security of the Corridor; not to supplant the existing work of the City's police department, but to support their work. For example, the CID could develop a street lighting program that could be designed to increase lighting for security purposes, while, through the use of unique light fixtures, help in creating an enhanced visual environment and better sense of place. The CID could also retain additional security personnel to work with the police force and provide a heightened patrol presence. The CID could develop an "escort service" to assist employees as they go to and from their vehicles at night or wait at the bus stops.

The second project for which the CID would be an excellent vehicle is the development and implementation of a streetscape design program. The CID can retain a landscape architect to work with them to design a streetscape plan, prepare bid documents, and construct the project. As noted earlier, this program should include benches, street lighting, sidewalk improvements, new trees and other vegetation, as well as a coordinated signage program. This program should focus on creating a better visual environment and a sense of place and identity, as well as using street lighting and other physical improvements to enhance security.

When the CID is created, the members will need to balance desire to implement these projects with the amount of funds it is determined that can be raised. Since the CID is a self-taxing district, the membership will need to decide how much they can afford to tax

themselves to raise funds. The mechanism used to raise funds will also be important. For instance, if it is decided to raise funds by a property tax, as properties increase in market value as a result of future reinvestment, the basis for taxation, and hence the tax dollars raised, will increase. This is true for a sales tax, as well. While the level of sales within the Corridor Study Area today is low, increased activity and future investment will cause sales to rise and will generate more tax dollars. Initially, the CID may need to use more than one mechanism to raise funds until future redevelopment activity, such as the business park, begins to add value to the tax base.

The TRCA must take the lead in developing the CID. Due to the complexity of creating this structure, the TRCA will need assistance from the City, the EDC, and the counsel of an attorney that specializes in municipal redevelopment law. Generally, experience with other CID's indicates that the TRCA should expect that a year's worth of diligent effort will be required to resolve all the issues, draft the CID petition, and obtain the necessary approvals. Because this effort and the willingness to raise funds internally is a powerful statement to the elected officials, it is recommended that this project begin immediately and remain a high priority.

G. Develop a New Neighborhood Shopping Center

The development of a new neighborhood shopping center is the second major redevelopment project that is recommended. It is suggested that the TRCA's efforts be focused on the creation of the business park first, as the new workers brought in by the new business park will create spill over demand for new retail facilities. Retail developer's will see the new business park as a positive sign and recognize the increased market opportunities it brings.

As noted earlier, a new neighborhood shopping center will require the assembly of approximately 10 acres. To create a site to meet modern retailing needs, several smaller parcels will need to be acquired and assembled as a larger site. Not only must the parcel provide adequate acreage, but it must be of sufficient depth to provide for adequate surface parking and landscaping and buffering, as well. To achieve such a site, it will be necessary to acquire some residential parcels. If negotiated sales cannot be accomplished, the City may need to exercise its right of eminent domain. As with the creation of the business park, parcel assembly can be a very controversial issue. It is critical to the creation of a neighborhood shopping center that the TRCA support such parcel assembly efforts. Without such support, it will be extremely difficult, if not impossible, for a developer to construct a new neighborhood shopping center within the Corridor Study Area.

Preliminary Target Area G, as identified in the Phase I report, may be a good general location for a neighborhood shopping center. The existing grocery store could be redeveloped as a part of this project or could be relocated to another site. What specific area will be needed, and whether or not this is the best location, will be determined by a developer's proposal and negotiation with the City. Given the costs to redevelop existing sites for this type of new use, it is expected that some form of public assistance, most likely tax increment financing, will be necessary for the project to be financially viable.

As with the business park project, the City will need to request proposals from developers. These proposals will be reviewed and a developer selected. The City will then begin the process of negotiating a redevelopment agreement with the selected developer and initiate the process of obtaining approvals for the use of the Missouri redevelopment mechanisms that may be required. This may include preparing a redevelopment plan. Once the City Council approves the project by ordinance, the developer may begin the process of parcel assembly, followed by site preparation and construction. Parcel assembly can easily require a year, particularly if eminent domain is required, due to the time required to move through the court system. Site grading and construction can typically require nine months to a year. It can easily require three to four years from inception to completion of this type of project.

H. Conduct a Developer's Workshop

One of the keys to successful redevelopment projects is the attraction of a number of developers. Competition results in better projects. The interviews conducted for this project all indicate that there is interest on the part of the development community. One of the goals should be to stimulate as much interest as possible.

One of the means used successfully to accomplish this goal is to conduct a developer's workshop. The workshop should include information about the market area, sites/buildings that may be available for redevelopment, guidelines as to what types of projects are being sought and any special requirements, what other types of programs, new investment, and activities are already occurring, and what types of public assistance may be available.

Development opportunities should include identification of parcels that may be assembled, as well as existing buildings that are good candidates for rehabilitation. The workshop should be held in the Corridor Study Area and ought to include handouts of maps, copies of plans, FOCUS documents, and other pertinent materials. The workshop should be short (not more than an hour), run efficiently, and take place either first thing in the morning or at the close of the business day to maximize attendance. Most importantly, it should include follow-up contact information for the developers, as they will likely have questions later. Developers tend to be somewhat reticent when discussing new projects in open meetings. It is suggested that the workshop take place prior to advertising for the RFP's for the business park, in order to stimulate interest in the business park project. This workshop should be led by the EDC, but should be a joint effort by the EDC, City, and the TRCA.

I. Concentrate Code Enforcement

Ordinances and regulations governing the physical conditions of private property are established in order to set standards of safety and quality that protect the entire community. These standards set a minimum level for the physical condition of private property. Property that has deteriorated over time falls below these standards and is no longer in compliance with the City's codes. Rigorous enforcement of the City's adopted codes will force the upgrading of properties into compliance. A targeted, concentrated code enforcement program, of all appropriate City codes, including building, zoning, and signage is a very effective means by which to begin to address deteriorated physical conditions.

This does not mean that these codes should be enforced with the intention of forcing people out of business. Using reasonable flexibility, while channeling property owners to the various programs available for assistance, should be the goal of concentrated code enforcement. Using a “friendly” enforcement approach, properties can be inspected and provided with an “informational” report on the status of their property, along with information on where to turn for assistance. After allowing an appropriate amount of time, say 6 to 8 months, the properties should be reinspected. This time official warning should be issued and the City’s standard violation procedures followed.

It takes a long time for the enforcement of standards to have a visible result. Some property owners will dispute the findings, seek delays, enter the court system, and pay penalties instead of compliance. Sometimes it can take several months just to identify the legal owners of a property. However, over time, this is a very effective means to raise the level of quality in an area to the standards expected by the City through its own adopted codes throughout the rest of the municipality. The TRCA should identify and prioritize the areas that should be targeted for concentrated code enforcement and work with the City to implement this program. This project should also begin immediately and should be an ongoing effort by the TRCA.

J. Facilitate Approvals for Building Improvements

One of the obstacles to reinvestment, not only in the Corridor but Citywide as well, is the difficulties businesses experience in obtaining the proper approvals for their plans. The extreme frustrations and aggravations experienced by businesses attempting to work through the City’s system of code compliance appears to be costing these businesses thousands and thousands of dollars. One business reported to the Consultant that they had constructed their new building in the Corridor Study Area, not with assistance from the City, but in spite of it. These frustrations do not appear to be isolated instances, but seem to be somewhat pervasive.

It would be devastating if a business that the TRCA helps to bring to the Corridor were to walk away in frustration due to this problem. The TRCA can assist in several ways. First, the TRCA should make their elected officials aware that businesses locating within the Corridor are having this problem. The elected officials should be encouraged to contact the business owners who have experienced this problem to hear their frustrations first-hand. Second, the TRCA should strive to reach out to business owners seeking to locate within the area, and if it is learned that they are experiencing this difficulty, the EDC should be contacted immediately to ascertain how they might be able to assist.

This is not to imply that the City should ignore its codes and ordinances, but the process of obtaining the necessary approvals should not be so extreme as to dissuade the investors from continuing. Reinvesting in an older, urban corridor is difficult and risky enough without compounding the problem through bureaucratic ineffectiveness. The TRCA should begin to monitor this situation immediately and work to bring this issue to the attention of the elected officials.

K. Maintain the Public Rights-of-Way

In addition to the maintenance of private property, the public property must also be properly maintained. Poor maintenance of the rights-of-way is contributing to the overall poor environment and visual experience of the Corridor Study Area. In addition to the broken sidewalks and curbs, the overgrowth of weeds through sidewalk cracks and in the grassy areas of the rights-of-way is a problem. These are visible signs of neglect, which reinforces the neglect by private property owners. The City requires that adjacent property owners are responsible for maintenance of the public rights-of-way. The TRCA should initiate a program to ensure that these areas are properly maintained. One means to do this would be to fund such maintenance through the CID. Another possibility is to organize a volunteer effort to systematically maintain these areas. The City has also made these repairs in the past and billed the property owners for the costs. The TRCA should study this problem over this winter and be ready with a program for implementation in the spring.

L. Consider Establishing a Tax Increment Financing Redevelopment Area(s)

Tax increment financing is one of the most flexible and useful tools to spur development and redevelopment available in the State of Missouri. This redevelopment mechanism provides that new tax revenues generated by a redevelopment project can be returned to the project to pay for TIF eligible costs, such as building rehabilitation, infrastructure and utility improvements, and land acquisition and relocation costs. Unlike tax abatement, the developer pays all the normal taxes they would pay if there were no TIF. However, the new taxes resulting from the new project are used to finance TIF eligible costs.

Tax increment financing is a very complex tool and difficult to implement. It is however, one of the most effective redevelopment tools to deal with the kinds of costs necessary to redevelop sites for such projects as the new business park or the new neighborhood shopping center. In order to use tax increment financing, the City must adopt a Redevelopment Plan that identifies a Redevelopment Area. Individual Redevelopment Project Areas within the overall Redevelopment Area must be approved, as do Redevelopment Projects. Redevelopment Project Areas may have the same boundaries as a Redevelopment Area or may be smaller subsets of the Redevelopment Area. There are requirements in the TIF Act that pertain to the establishment, and rights and responsibilities associated with Redevelopment Areas, Redevelopment Project Areas and Redevelopment Projects.

There are two approaches to establishing a TIF Redevelopment Area for a large area such the Corridor Study Area. One method would be to establish a large Redevelopment Area, and then subsequently approve individual Redevelopment Project Areas and Redevelopment Projects; the alternative method is to adopt smaller Redevelopment Areas that are most closely tied to specific projects. There are advantages and disadvantages to each approach. Ultimately, the City will need to decide based on its overall policies and approaches to TIF, as well as the specific circumstances of the Corridor Study Area. To assist in this consideration, a discussion of the pros and cons of each approach as they pertain to the Corridor Study Area is appropriate.

Designation of a single Redevelopment Area provides one advantage that cannot be accomplished by establishing smaller Redevelopment Areas on a project-by-project basis. In Missouri, incremental revenues cannot be shared between Redevelopment Areas. As

such, if one Redevelopment Area creates a surplus, it cannot be carried over to another Redevelopment Area in need of help. Therefore, if several Redevelopment Areas are established along Truman Road, they cannot be counted on to share revenues should one generate surplus revenues.

There are some disadvantages to this approach, however. The first is that, when developing the Redevelopment Plan, one must make determinations about boundaries, TIF amounts, land uses, and other factors based on projects that are not yet known. As such, when the time comes to approve specific Redevelopment Projects, one often has to also amend the Redevelopment Plan. Because the Redevelopment Projects contemplated in these recommendations will undoubtedly require extensive extraordinary costs in order to accomplish the Redevelopment Projects, it is doubtful that they will generate much, if any, surplus revenues that can be used for other eligible costs related to other Projects. In addition, and perhaps most importantly, the TIF Act requires that all Redevelopment Projects must be adopted no later than ten years from the adoption of a Redevelopment Plan. Once a Redevelopment Plan is adopted, the clock begins and all the Projects that will come under this “umbrella plan” must be conceived and adopted within ten years. While this may work well in smaller areas, for a large Redevelopment Area that would cover most of the Corridor Study Area, this would actually be a significant constraint. It can easily require several years to bring some of these projects to fruition given the complex nature of the redevelopment activity required. It is also important to recognize that the TIF Act does not offer a separate or shorter approval process for a Project that is approved separate from a Plan. Therefore, there is no savings of time achieved by approving a Plan and the Projects later.

Establishing a Redevelopment Area on a Project-by-Project basis provides the opportunity to prepare a Plan that pertains to the Project. In addition, the boundaries of the Redevelopment Area can be structured to fit the needs of that Project. One can also approve multiple Projects within Redevelopment Areas at one time, if these Projects are ready for approval. Under certain circumstances, legal counsel believes that TIF revenues may be expended for costs related to the furtherance of the goals of the Redevelopment Plan, so that it may be possible to utilize certain TIF revenues to support or supplement a housing rehabilitation loan program, for instance, if the neighborhood is not within the Redevelopment Area boundaries. Revenues to support activities for other businesses and housing activities, such as a revolving loan program, can come from other sources, such as the CID that is recommended for the Corridor Study Area.

Several factors must be taken into account when making this decision as to the best approach. Potential changes in TIF legislation, plans for other adjacent redevelopment activity, other related city projects or activities, and other market rate activity occurring in the Corridor Study Area must all be taken into account when evaluating the best approach, as well as consideration of the EDC’s policy and overall approach to the establishment of TIF Redevelopment Areas. The EDC will need to evaluate this question carefully when determining the best approach for the Corridor Study Area.

M. Improve Public Transportation Routes

Once the Business Park project begins to come to fruition and the Project is ready for approval, it is suggested that the TRCA, City, and the EDC representatives meet with the KCATA to discuss the need for enhanced public transportation services. The Business Park project will generate new, concentrated, ridership demand. Service increases that should be examined should include increased route service, particularly north/south routes, as well as an increase in frequency to serve this increasing work force. It is suggested that discussions begin within six months to consider options to provide support to the new investment that has already occurred, such as the USPS facility, Belfonte Ice Cream and the new WinTec facility at the eastern edge of the Corridor.

N. Consider Business Incubators

Business incubators are a means to assist new businesses as they begin to grow. It is during the early stages of business development that most small businesses fail. A business incubator is a structured environment that provides various types of support for these new businesses during these early stages when the failure rate is high. Once the business has achieved a certain level of maturity, it leaves the incubator and is on its own.

Incubators have proven to be a very successful means by which to assist small businesses. Typically, they are located in rehabilitated buildings adapted for this new use in older urban areas. Funds may be available from the State of Missouri to assist in these ventures.

The Corridor Study Area would be a good location for a business incubator. If the City is seeking a location, rehabilitation of one of the industrial buildings in the Corridor should be considered. It should be noted, however, while an incubator would have a positive impact, the impact on the Corridor would not be nearly as great as some of the projects already identified, such as the Business Park or the Neighborhood Commercial Center. If the opportunity arises for the Corridor to serve as a business incubator site, it should be considered a positive project for the Corridor as a part of the overall program and should be pursued by the TRCA. However, given the level of effort and resources required to establish this type of facility, it is recommended that the other recommended projects receive higher priority.

O. Improve Land Use Management

As buildings are reused, particularly for second and third tier uses, lots are redeveloped, and land use values and principles change, there are typically numerous land use issues associated with older, urban areas. As the Corridor redevelops, the City should apply modern principles of land use management to these existing situations to the greatest extent possible. If problems cannot be completely resolved, consideration should be given to alternatives to alleviate problematic situations.

For example, land use conflicts exist throughout the Corridor Study Area between the commercial uses and the immediately adjacent housing units. It is not unusual to see the worst housing conditions exhibited in those units immediately adjacent to the commercial properties. These homes suffer from the ill effects associated with adjacency to commer-

cial uses without screening and buffering, such as noise, lighting, debris, unsightliness, and outdoor storage. As buildings and lots are reused, a significant effort should be made to protect the adjacent uses from the negative impacts of the commercial uses through appropriate screening and buffering, site planning (building orientations and design), as well as controls on lighting, outdoor storage, etc.

The City also needs to exert greater control over the types and quality of uses that locate along the Corridor. Used car lots, second hand shops, pawn shops, check-cashing and payday loan operations, and used furniture dealers, are all examples of lower-end businesses that occupy inexpensive rental spaces. The presence of these types of businesses is often a sign of an area that is experiencing difficulty. The City should use its zoning powers to upgrade the types of uses that are permitted along the Corridor.

Planned districts, in particular, are very effective in providing the flexibility needed to deal with some of the existing land use management issues and to impose the types of criteria necessary to accomplish these goals. The City's planned districts "URD", Urban Redevelopment District and the "CP" Planned Business Center appear to very appropriate for use in the Corridor Study Area. The "MP", Planned Industrial District, may also be appropriate for such projects as the suggested Business Park. The creative use of these types of zoning tools, along with effective zoning code enforcement, can assist in improving the overall land use management of the Corridor Study Area.

P. Create Opportunities for Infill Housing

The Corridor Study Area is a very long street segment. It is doubtful that, in spite of these efforts, demand for new and rehabilitated commercial and industrial space will utilize the entire frontage. Infill housing can be a very appropriate use if planned properly. Townhouses, multifamily, and possibly even zero lot line type housing may be appropriate. Of course, land use compatibility must be taken into account when considering this possibility. However, some of the smaller areas identified for redevelopment opportunities may be well utilized for infill housing. A mix of uses, rather than a strict segregation of commercial and industrial uses from the adjacent residential uses, may prove to be a very positive means by which to increase the activity and utilization of Truman Road properties.

Q. Improve the Surrounding Neighborhoods

There are separate programs underway to stabilize and improve conditions in the neighborhoods. However, the health and stability of the surrounding neighborhoods is a fundamental component of the health and stability of the commercial Corridor. One cannot exist without the other. As such, an ongoing effort should be made to consider how to involve the surrounding neighborhoods in the revitalization process and benefits. For example, should a redevelopment project that has been created using TIF generate greater TIF revenues than it needs, one program that should be considered is to set aside a certain amount of the TIF revenues to benefit the adjacent neighborhood. If adequate tax revenues are generated, these funds could be used to demolish dilapidated housing, to establish a revolving loan fund for housing rehabilitation, or to improve streets and sidewalks.

Similarly, the suggested CID could be used to raise funds for similar types of neighborhood improvements. An assessment could be used to provide supplemental security to the adjacent neighborhoods, or funds could be raised for a housing rehabilitation program or for improvements to the streets and sidewalks, or for enhanced street lighting. Participating housing areas would need to be part of the CID, and would most likely need to be assessed in some form to raise funds for these types of programs. For those neighborhoods interested in participating, this is a very promising vehicle to be used for neighborhood improvement. This should be an ongoing effort by the neighborhood organizations and the TRCA.

VI. COMMUNITY WORKSHOP TWO

On August 9, 2000, Community Workshop Two was held at St. Paul School of Theology from 4:00 p.m. to 8:00 p.m. The Workshop was conducted using an open house format. This format provides an informal opportunity for the community to review the study recommendations and discuss them one-on-one with the Project Team. The Workshop Handout describing the Study's draft recommendations is included in **Appendix C**. The map in **Appendix B** graphically displaying these recommendations was also presented at the Workshop. Approximately 30 people attended this Workshop and took the opportunity to meet with the Project Team. Comment sheets were provided at the Workshop and participants were encouraged to provide their comments in writing. While most preferred to visit with the Project Team and discuss the ideas, a few comments were submitted in writing.

The comments from the community were favorable and supportive of the recommendations. Many took the opportunity to ask questions and gain a better understanding of the issues and recommendations. One participant commented that they "just wanted to know how fast they can get started and get things done." This kind of enthusiasm is what will make the redevelopment of Truman Road a success.

VII. SUMMARY AND CONCLUSIONS

It is the Consulting Team's conclusion that there is strong potential for economic redevelopment of the Corridor Study Area. It will not come easily, but will require perseverance, commitment, and patience from the stakeholders. It will also require leadership, initiative, creativity, and assertive action on the part of these same stakeholders. The recommendations and strategies described in this Study are designed to set the stage for investment by private enterprise. It is only by creating an attractive environment for the private sector, that new investment will occur to the extent necessary to create a sustainable, viable and economically stable environment in the Corridor Study Area.

APPENDIX A

COMMUNITY WORKSHOP ONE

Peckham Guyton Albers & Viets, Inc.

Architecture
Planning
Urban Consulting

Graphics
Interiors

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Suite 1000
St. Louis, Missouri 63102

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TECHNICAL MEMORANDUM

To: Claude F. Page
Development Specialist
Economic Development Projects
414 E. 12th Street
15th Floor, City Hall
Kansas City, MO 64106-2795

Date: June 6, 2000

From: Carol Levinson

Re: Community Workshop One
Results

Project
Name: Truman Road Corridor
Redevelopment Study

CC: Al Figuly

Project
No: 80137

This Technical Memorandum is a compilation of the Community Workshop One held on Thursday, May 25, 2000 at St. Paul's School of Theology. The participants were divided into three working groups and asked to respond to the question:

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

The workshop was conducted using a "nominal group" brainstorming technique. Using a "round robin" approach, each participant in turn was asked to respond to the question, and their thoughts were written on sheets of newsprint by the facilitator. Because of the small group sizes, participants were provided with multiple opportunities to offer their ideas. Once the small group's ideas were listed, each participant was provided a set of three dots and asked to assign their dots to the ideas they felt were the most important. Participants could assign all three dots to one idea, or could split their vote. At the conclusion, the small groups shared their thoughts with the entire group.

The results of the Workshop comprise the balance of this Technical Memorandum. These are listed in three ways. First, by each small group, there is a listing of the participants' input in the sequence stated. Second, each of these listings is sorted by the number of dots the participants in the small groups assigned. Finally, there is a consolidated listing of all three groups' input, sorted by the number of dots assigned in each small group. For reference, a copy of the workshop handout is also included. These results will be utilized in the formulation of the recommendations in Phase II, Development Opportunities and Implementation Strategies. Given the active participation of the workshop attendees and their serious consideration of issues and factors they believed to be important, we believe the Workshop was very successful and are pleased with the high quality of the results.

Table 1
Input Listed in Sequence Stated by Participants
Community Workshop One Results
Group #1
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
	Need Fast Food Chains
3	Need more inspectors to enforce codes
	Prohibit (curtail) certain types of businesses (adult, car lots)
	Build a strip mall
1	Curb & sidewalk repair
	Accent on light industry & distribution
2	Discount grocery store (HyVee, Price Chopper, Sunfresh)
	Make a good place for people to live - Make people proud to live here
	Defensive perimeter (churches, schools, Y, etc.)
	Subsidized housing and absentee landlords have changed economic demographics and hinder development of area
1	Percentage of rental properties is too high
1	Plan should emphasize housing improvements (like Renaissance.)
	No more multi-family housing
1	Demolition of bad housing units
1	Better landscaping (trees), curbs, gutters, and sidewalks (18th & Cambridge)
1	Area for business incubator and entrepreneur businesses
	Workforce is an asset
	Amenities to support neighborhood (promote safety); don't try to make it suburbia but apply some principles
1	No theater on east side
	Make it more desirable so new families will move in.
	Capitalize on the affordability of housing
	9th & Van Brunt - City recycling site put to better use (look at a larger area).
1	Shouldn't be a single liquor license between I-70 & I-435
2	Multi-cultural make-up of neighborhood is an asset (particularly to companies who need quotas)
1	Parks are unsafe, need better policing and improved facilities
	Police should be more visible throughout area
	Substandard school district is a disadvantage
	What are uses to replace used car lots? Create large enough sites.
1	Private & parochial schools, & St. Paul's are major assets
	Better trash pick-up services

Table 2
Input Listed in Sequence Stated by Participants
Community Workshop One Results
Group #2
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
1	Need decent public transportation. No cross-town bus on Hardesty. No north/south bus. Limited east/west service. Quit too early.
2	Basic retail services for neighborhood
8	Businesses that would hire entry level workers (particularly Spanish speaking people) -- lots of jobs such as factory.
3	Restaurants
3	Nice Supermarket
	Entertainment/leisure activities, such as bowling alley
	Local medical clinic - multi-care facility
2	Need curb appeal
	Need trash receptacles
4	Intensive building and zoning code enforcement. Intensive enforcement of all city codes.
1	Greenspace
	Develop ways to encourage/facilitate people stopping along Truman (i.e., parking lots; pull-outs)
	No junk car lots. Upgrade. Less used car lots.
	Expand the involvement and representation of Corridor in the Security Committee
	Expand the number of active businesses in the Truman Road Business Association
	Reduce the siege mentality and encourage cooperation
	Library - need additional educational facility
	Less thrift stores.
	Demolition of old, worn-out buildings.
1	Young people entertainment
2	Convenience services; copy shops; office supplies

Table 3
Input Listed in Sequence Stated by Participants
Community Workshop One Results
Group #3
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
	Lighting. Better or different to accent the Corridor. Provide sense of place.
	Renaissance Homes Association - new development
	Infrastructure
	Need better code enforcement -- will reduce crime
	Better lighting
	Clean-up trash
	City should be more active
	Greater enforcement
	Attractive property - eliminates problems and criminal element
	Not enough police
	Elmwood Cemetery is focus and can offer education and enrichment. Provides park setting. History/cultural. Elmwood is looking to reinvent itself.
	Police officers live in Renaissance Neighborhood. More attractive for everybody. Police cannot SOLVE our problems.
	Can the Association organize (get city to back us)? (Combine Associations-like Waldo Business:Residential)
3	Area residents would shop on Truman Road (grocery store, pharmacy)
4	PARTNERSHIP -- Need to work with everyone including city & police services
	Flooding
	Truman Road condition would not occur on Metcalf or north because people won't allow it
	Young people are buying homes to fix up.
4	Existing zoning allows the mess. Zoning should change.
1	Hard to change the area with M2 Zoning. Lykins area rezoned; got rid of M2.
	Decay started when Armco Steel started cutting back? Decay of property.
	If business comes back, will area improve?
	Crime is everywhere, but how can we make Truman Road attractive?
	We're treated different on Truman than on the Plaza -- no police response.
	Partnership/strength in numbers will get police to listen. That's how community policing works.
	CONFLICT OF INTERESTS between businesses and residents
2	Buffer zone is essential. Will help conflict issues. (Want a jogging path around Lykins)
	NEEDS FOR BUSINESSES
	More Hispanic people in the area
	Parks
	Jobs so they can afford quality homes.

Table 3
Input Listed in Sequence Stated by Participants
Community Workshop One Results
Group #3
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
	Roller Skate, Bicycle/Handicap friendly curb/corners -- will bring pedestrians back
2	Ice Cream Plant because: 1. Central location access to highway; 2. Tax abatement. Between existing three locations, they spend \$160,000 annually on security -- lighting is key.
	OPPORTUNITY: Location-great access. Tax incentives.
2	Partnership with businesses and residents
	Retail
	Restaurant
1	Business left due to CRIME
	Concerned about Eminent Domain (fair price?)
	Willing to upgrade our own property
	Streetscape & city services - if city does its job, then businesses will come
	Lykins Neighborhood Association very active: Codes academy; Streetscape=\$50,000 grant; 9th Street Covered Parking. New lighting already installed. It has helped.
2	CRIME - Need more patrols
	Community policing
	Add sub-station
	C.A.N. = Need more

Table 4
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
Group #1
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
3	Need more inspectors to enforce codes
2	Discount grocery store (HyVee, Price Chopper, Sunfresh)
2	Multi-cultural make-up of neighborhood is an asset (particularly to companies who need quotas)
1	Curb & sidewalk repair
1	Percentage of rental properties is too high
1	Plan should emphasize housing improvements (like Renaissance.)
1	Demolition of bad housing units
1	Better landscaping (trees), curbs, gutters, and sidewalks (18th & Cambridge)
1	Area for business incubator and entrepreneur businesses
1	No theater on east side
1	Shouldn't be a single liquor license between I-70 & I-435
1	Parks are unsafe, need better policing and improved facilities
1	Private & parochial schools, & St. Paul's are major assets
	Need Fast Food Chains
	Prohibit (curtail) certain types of businesses (adult, car lots)
	Build a strip mall
	Accent on light industry & distribution
	Make a good place for people to live - Make people proud to live here
	Defensive perimeter (churches, schools, Y, etc.)
	Subsidized housing and absentee landlords have changed economic demographics and hinder development of area
	No more multi-family housing
	Workforce is an asset
	Amenities to support neighborhood (promote safety); don't try to make it suburbia but apply some principles
	Make it more desirable so new families will move in.
	Capitalize on the affordability of housing
	9th & Van Brunt - City recycling site put to better use (look at a larger area).
	Police should be more visible throughout area
	Substandard school district is a disadvantage
	What are uses to replace used car lots? Create large enough sites.
	Better trash pick-up services

Table 5
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
Group #2
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
8	Businesses that would hire entry level workers (particularly Spanish speaking people) -- lots of jobs such as factory.
4	Intensive building and zoning code enforcement. Intensive enforcement of all city codes.
3	Restaurants
3	Nice Supermarket
2	Basic retail services for neighborhood
2	Need curb appeal
2	Convenience services; copy shops; office supplies
1	Need decent public transportation. No cross bus on Hardesty. No north/south bus. Limited east-west service. Quit too early.
1	Greenspace
1	Young people entertainment
	Entertainment/leisure activities, such as bowling alley
	Local medical clinic - multi-care facility
	Need trash receptacles
	Develop ways to encourage/facilitate people stopping along Truman (i.e., parking lots; pull-outs)
	No junk car lots. Upgrade. Less used car lots.
	Expand the involvement and representation of Corridor in the Security Committee
	Expand the number of active businesses in the Truman Road Business Association
	Reduce the siege mentality and encourage cooperation
	Library - need additional educational facility
	Less thrift stores.
	Demolition of old, worn-out buildings.

Table 6
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
Group #3
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
4	PARTNERSHIP -- Need to work with everyone including city & police services
4	Existing zoning allows the mess. Zoning should change.
3	Area residents would shop on Truman Road (grocery store, pharmacy)
2	Buffer zone is essential. Will help conflict issues. (Want a jogging path around Lykins)
2	Ice Cream Plant because: 1. Central location access to highway; 2. Tax abatement. Between existing three locations, they spend \$160,000 annually on security -- lighting is key.
2	Partnership with businesses and residents
2	CRIME - Need more patrols
1	Hard to change the area with M2 Zoning. Lykins area rezoned; got rid of M2.
1	Business left due to CRIME
	Lighting. Better or different to accent the Corridor. Provide sense of place.
	Renaissance Homes Association - new development
	Infrastructure
	Need better code enforcement -- will reduce crime
	Better lighting
	Clean-up trash
	City should be more active
	Greater enforcement
	Attractive property - eliminates problems and criminal element
	Not enough police
	Elmwood Cemetery is focus and can offer education and enrichment. Provides park setting. History/cultural. Elmwood is looking to reinvent itself.
	Police officers live in Renaissance Neighborhood. More attractive for everybody. Police cannot SOLVE our problems.
	Can the Association organize (get city to back us)? (Combine Associations-like Waldo Business:Residential)
	Flooding
	Truman Road condition would not occur on Metcalf or north because people won't allow it
	Young people are buying homes to fix up.
	Decay started when Armco Steel started cutting back? Decay of property.
	If business comes back, will area improve?
	Crime is everywhere, but how can we make Truman Road attractive?
	We're treated different on Truman than on the Plaza --no police response.
	Partnership/strength in numbers will get police to listen. That's how community policing works.

Table 6
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
Group #3
Truman Road Corridor Redevelopment Study

<i>What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?</i>
--

Dots Assigned	Participants' Input
	CONFLICT OF INTERESTS between businesses and residents
	NEEDS FOR BUSINESSES
	More Hispanic people in the area
	Parks
	Jobs so they can afford quality homes.
	Roller Skate, Bicycle/Handicap friendly curb/corners -- will bring pedestrians back
	OPPORTUNITY: Location-great access. Tax incentives.
	Retail
	Restaurant
	Concerned about Eminent Domain (fair price?)
	Willing to upgrade our own property
	Streetscape & city services - if city does its job, then businesses will come
	Lykins Neighborhood Association very active: Codes academy; Streetscape=\$50,000 grant; 9th Street Covered Parking. New lighting already installed. It has helped.
	Community policing
	Add sub-station
	C.A.N. = Need more

Table 7
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
All Groups Consolidated
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
8	Businesses that would hire entry level workers (particularly Spanish speaking people) -- lots of jobs such as factory.
4	Intensive building and zoning code enforcement. Intensive enforcement of all city codes.
4	PARTNERSHIP -- Need to work with everyone including city & police services
4	Existing zoning allows the mess. Zoning should change.
3	Need more inspectors to enforce codes
3	Restaurants
3	Nice Supermarket
3	Area residents would shop on Truman Road (grocery store, pharmacy)
2	Discount grocery store (HyVee, Price Chopper, Sunfresh)
2	Multi-cultural make-up of neighborhood is an asset (particularly to companies who need quotas)
2	Basic retail services for neighborhood
2	Need curb appeal
2	Convenience services; copy shops; office supplies
2	Buffer zone is essential. Will help conflict issues. (Want a jogging path around Lykins)
2	Ice Cream Plant because: 1. Central location access to highway; 2. Tax abatement. Between existing three locations, they spend \$160,000 annually on security -- lighting is key.
2	Partnership with businesses and residents
2	CRIME - Need more patrols
1	Curb & sidewalk repair
1	Percentage of rental properties is too high
1	Plan should emphasize housing improvements (like Renaissance.)
1	Demolition of bad housing units
1	Better landscaping (trees), curbs, gutters, and sidewalks (18th & Cambridge)
1	Area for business incubator and entrepreneur businesses
1	No theater on east side
1	Shouldn't be a single liquor license between I-70 & I-435
1	Parks are unsafe, need better policing and improved facilities
1	Private & parochial schools, & St. Paul's are major assets
1	Need decent public transportation. No cross bus on Hardesty. No north/south bus. Limited east-west service. Quit too early.
1	Greenspace
1	Young people entertainment

Table 7
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
All Groups Consolidated
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
1	Hard to change the area with M2 Zoning. Lykins area rezoned; got rid of M2.
1	Business left due to CRIME
	Need Fast Food Chains
	Prohibit (curtail) certain types of businesses (adult, car lots)
	Build a strip mall
	Accent on light industry & distribution
	Make a good place for people to live - Make people proud to live here
	Defensive perimeter (churches, schools, Y, etc.)
	Subsidized housing and absentee landlords have changed economic demographics and hinder development of area
	No more multi-family housing
	Workforce is an asset
	Amenities to support neighborhood (promote safety); don't try to make it suburbia but apply some principles
	Make it more desirable so new families will move in.
	Capitalize on the affordability of housing
	9th & Van Brunt - City recycling site put to better use (look at a larger area).
	Police should be more visible throughout area
	Substandard school district is a disadvantage
	What are uses to replace used car lots? Create large enough sites.
	Better trash pick-up services
	Entertainment/leisure activities, such as bowling alley
	Local medical clinic - multi-care facility
	Need trash receptacles
	Develop ways to encourage/facilitate people stopping along Truman (i.e., parking lots; pull-outs)
	No junk car lots. Upgrade. Less used car lots.
	Expand the involvement and representation of Corridor in the Security Committee
	Expand the number of active businesses in the Truman Road Business Association
	Reduce the siege mentality and encourage cooperation
	Library - need additional educational facility
	Less thrift stores.
	Demolition of old, worn-out buildings.
	Lighting. Better or different to accent the Corridor. Provide sense of place.

Table 7
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
All Groups Consolidated
Truman Road Corridor Redevelopment Study

What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?

Dots Assigned	Participants' Input
	Renaissance Homes Association - new development
	Infrastructure
	Need better code enforcement -- will reduce crime
	Better lighting
	Clean-up trash
	City should be more active
	Greater enforcement
	Attractive property - eliminates problems and criminal element
	Not enough police
	Elmwood Cemetery is focus and can offer education and enrichment. Provides park setting. History/cultural. Elmwood is looking to reinvent itself.
	Police officers live in Renaissance Neighborhood. More attractive for everybody. Police cannot SOLVE our problems.
	Can the Association organize (get city to back us)? (Combine Associations-like Waldo Business:Residential)
	Flooding
	Truman Road condition would not occur on Metcalf or north because people won't allow it
	Young people are buying homes to fix up.
	Decay started when Armco Steel started cutting back? Decay of property.
	If business comes back, will area improve?
	Crime is everywhere, but how can we make Truman Road attractive?
	We're treated different on Truman than on the Plaza -- no police response.
	Partnership/strength in numbers will get police to listen. That's how community policing works.
	CONFLICT OF INTERESTS between businesses and residents
	NEEDS FOR BUSINESSES
	More Hispanic people in the area
	Parks
	Jobs so they can afford quality homes.
	Roller Skate, Bicycle/Handicap friendly curb/corners -- will bring pedestrians back
	OPPORTUNITY: Location-great access. Tax incentives.
	Retail
	Restaurant
	Concerned about Eminent Domain (fair price?)

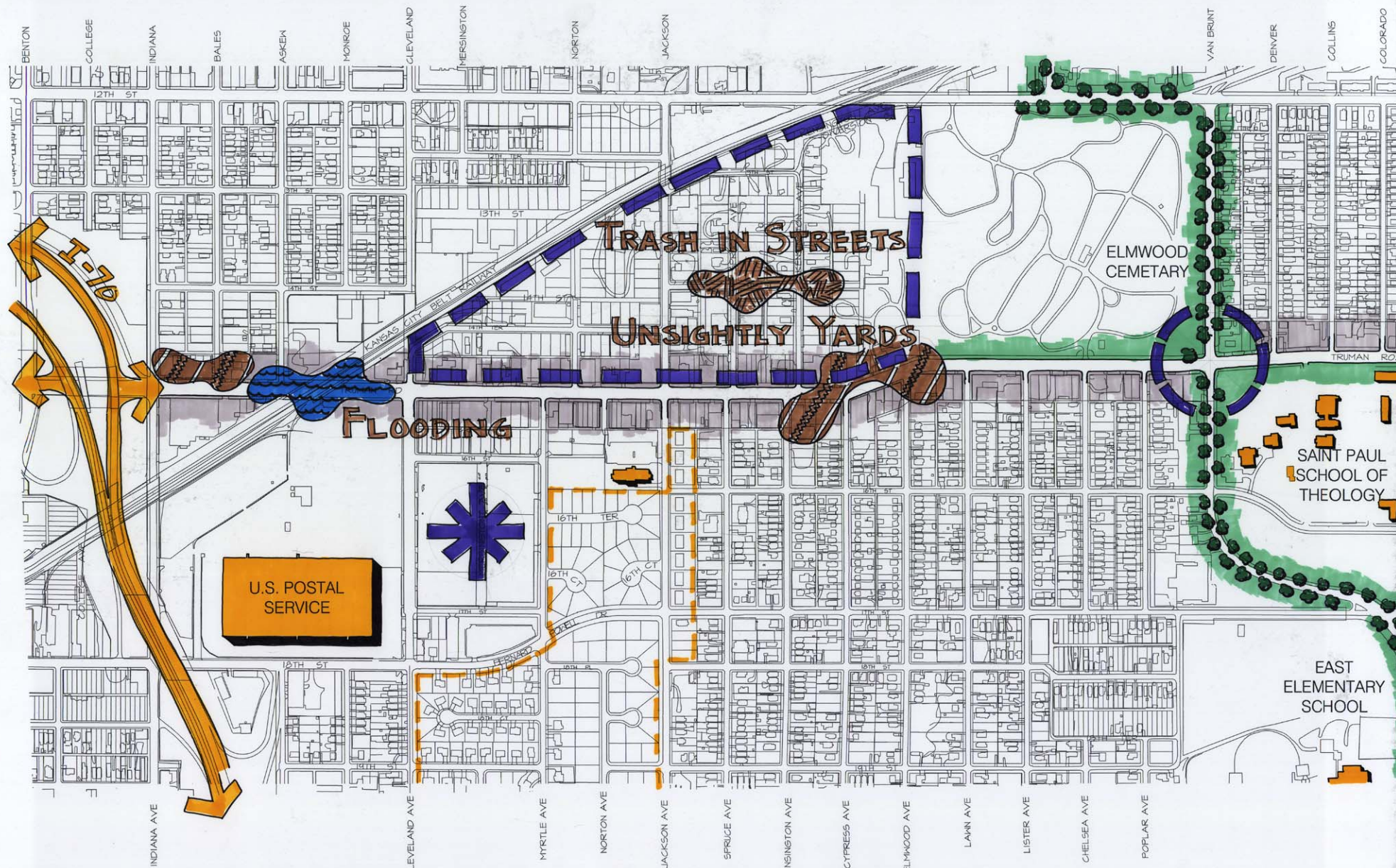
Table 7
Input Listed in Order of Number of Dots Assigned
Community Workshop One Results
All Groups Consolidated
Truman Road Corridor Redevelopment Study

<i>What are the economic development issues and opportunities that you believe are important to the future of the Truman Road Corridor?</i>
--

Dots Assigned	Participants' Input
	Willing to upgrade our own property
	Streetscape & city services - if city does its job, then businesses will come
	Lykins Neighborhood Association very active: Codes academy; Streetscape=\$50,000 grant; 9th Street Covered Parking. New lighting already installed. It has helped.
	Community policing
	Add sub-station
	C.A.N. = Need more

APPENDIX B

MAPS

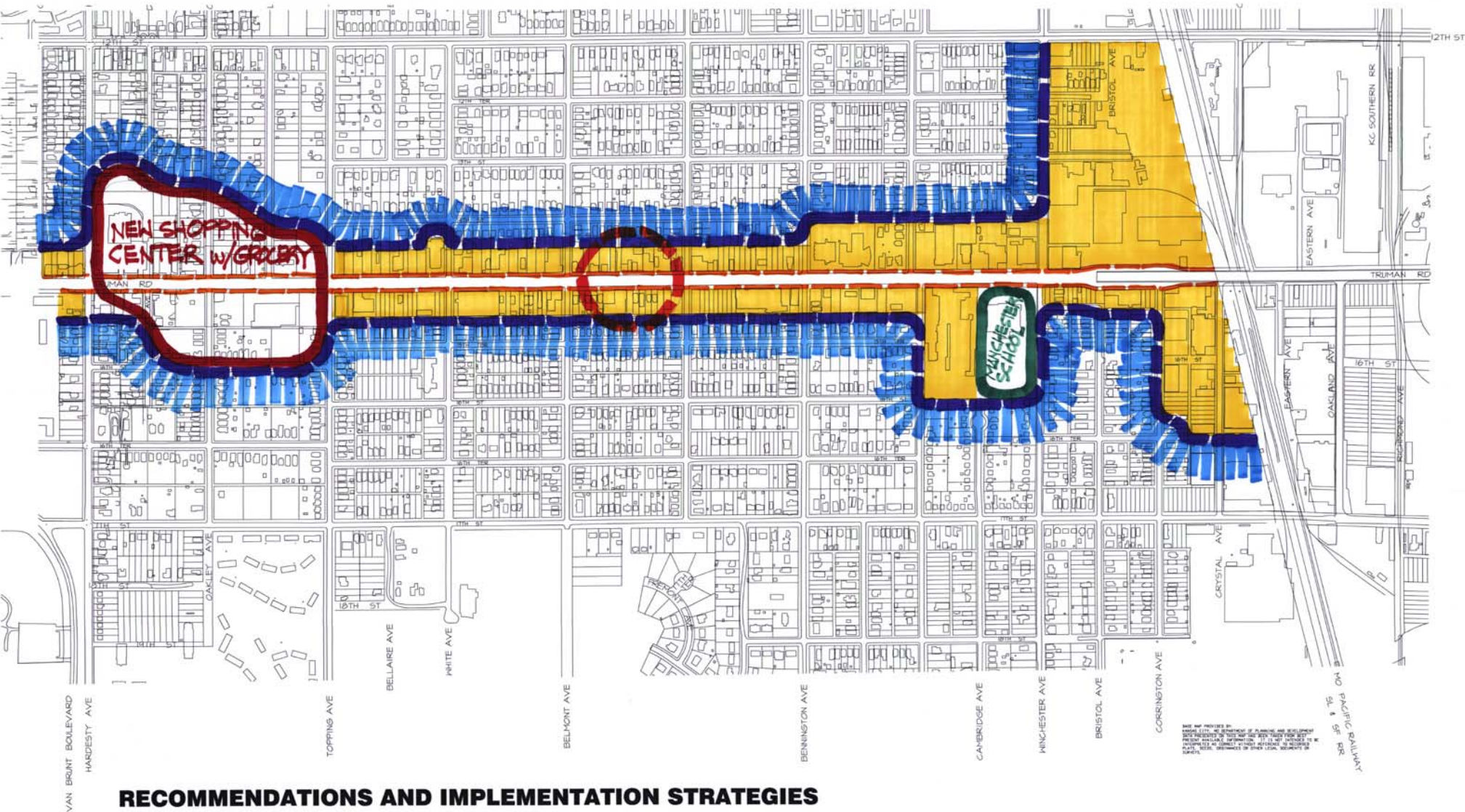


NEGATIVE CONDITIONS







- Limited redevelopment activity
- Numerous underutilized properties
- Substandard property conditions
- Poor visual quality

POSITIVE CONDITIONS

- Strong existing anchors
- Active business and neighborhood organizations
- Densely populated neighborhood
- Several neighborhood amenities



RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

-  IMPROVE MAINTENANCE OF SIDEWALKS, CURBS AND GUTTERS.
-  DEVELOP A NEIGHBORHOOD SHOPPING CENTER WITH GROCERY STORE.
-  ENCOURAGE, PROMOTE AND FINANCIALLY SUPPORT REHAB AND REINVESTMENT IN EXISTING BUILDINGS THROUGHOUT THE CORRIDOR.
-  INVOLVE THE ADJOINING NEIGHBORHOODS IN THE PROCESS AND THE BENEFITS.
-  IMPROVE LAND USE MANAGEMENT WITH ZONING TOOLS.
-  SMALLER REDEVELOPMENT OPPORTUNITIES.

ADOPT A COMMUNITY IMPROVEMENT DISTRICT TO RAISE FUNDS FOR PROJECTS AND MAINTAIN LOCAL CONTROL.

CONDUCT A DEVELOPERS' WORKSHOP TO PROMOTE REDEVELOPMENT OPPORTUNITIES.

CONSIDER OPPORTUNITIES FOR A BUSINESS INCUBATOR.

USE PLANNED ZONING DISTRICTS TO CONTROL LAND USE.

USE BUFFERING, SCREENING, CONTROLS IN HOURS OF OPERATION, LIGHTING AND OUTDOOR STORAGE TO ALLEVIATE LAND USE CONFLICTS AS CORRIDOR REDEVELOPS.

Truman Road Corridor Study

City of Kansas City, Missouri

PCVA Urban Consulting



BY DESIGN
Kansas City, P.C.



0 200 400 600
1 inch = 200 feet

APPENDIX C

COMMUNITY WORKSHOP TWO

IMPLEMENTATION STRATEGIES COMMUNITY WORKSHOP TWO HANDOUT TRUMAN ROAD CORRIDOR STUDY

POLICY CONTEXT

The ability to accomplish the recommended strategies lies with the businesses, property owners, and neighborhoods of the Truman Road Corridor area. It is up to these stakeholders to lead the redevelopment effort and commit their time and resources to accomplish these strategies. While the City and the Economic Development Corporation (EDC) have a critical role to play in this process, their role is as resource agencies. Their primary responsibility role is as a technical resource and advisory capacity. It is the stakeholders responsibility to determine direction and initiate the action, no matter what the goal or task to be accomplished. In this era in municipal government of limited fiscal capacity, high need and competing resources, it is the stakeholders that demonstrate the commitment to the effort through leadership, initiative, action and results that will gain the respect, attention and priority of the City's decision-makers.

A. Generate Participation, Enthusiasm, and Energy by Involvement

- Conduct a logo and slogan contest to involve the community, kick-off the new economic development effort, and work towards creating Corridor identity.
Primary Responsibility: TRCA

B. Create a Business Park

- Create a new Business Park through a public/private partnership to bring new jobs to the area and alleviate existing blighting conditions. Use State programs to help create new jobs and training programs for neighborhood workers. Use the increased market demand create by this project to help bring new retail to the Corridor.
Primary Responsibility: TRCA/EDC/City/Private Developer
- This project will require the use of various incentive programs. This will also require land assembly, including the possible use of eminent domain, to create a project site of sufficient size and depth.
Primary Responsibility: EDC/City; Private Developer with support by Community

C. Alleviate Stormwater Flooding Problem

- Create support for Public Improvements Advisory Committee (PIAC) funds for engineering and construction to alleviate flooding problems.
Primary Responsibility: TRCA

D. Reinvest in Existing Businesses and Buildings

- Create a marketing brochure for the Corridor.
Primary Responsibility: TRCA
- Provide opportunities for EDC/City staff to exchange information on various reinvestment incentive programs with existing businesses and property owners.
Primary Responsibility: TRCA
- Encourage existing businesses and property owners to reinvest-lead by example.
Primary Responsibility: TRCA
- Request eligibility designation for the City's Façade Rebate Program.
Primary Responsibility: TRCA

E. Create of a Self-Funded Organization: Implement a Community Improvement District

- Adopt a Community Improvement District to raise funds for locally controlled and implemented projects. Projects and activities could include enhanced security, sidewalk improvements, design and implementation of streetscape design program, new street lighting, new trees and other plantings, new signs. These programs can help create a better visual environment and create a sense of place and identity.
Primary Responsibility: TRCA with help from City/EDC and Legal Counsel

F. Develop a New Neighborhood Shopping Center

- Using various incentive programs, work with the private sector to develop a new Neighborhood Shopping Center to include a grocery store and other small shops such as cleaners, shoe repair, card shop or copy center.
Primary Responsibility: TRCA/EDC/City/Private Developer
- This project will require the use of various incentive programs. This will also require land assembly, including the possible use of eminent domain, to create a project site of sufficient size and depth.
Primary Responsibility: EDC/City; Private Developer with support by TRCA and Community

G. Conduct a Developer's Workshop

- Conduct a workshop for Developer's to convey information on redevelopment opportunities in the Corridor.
Primary Responsibility: EDC/City with assistance from TRCA

H. Concentrate Code Enforcement

- Conduct a targeted, concentrated code enforcement program, including building, zoning and signage, to bring properties up to the City's standards for safety and quality. TRCA to prioritize targeted areas for implementation by the City.

Primary Responsibility: TRCA/City

I. Maintain the Public Rights-of-Way

- Enhance the overall environment through the proper ongoing maintenance of the public rights-of-way, including repair of broken sidewalks, weed control, mowing, and removal of debris.

Primary Responsibility: Property Owners/TRCA

J. Consider Establishing a Tax Increment Financing Redevelopment Area(s)

- Consider establishing Tax Increment Financing Redevelopment Area(s) to generate funds to assist in redevelopment projects.

Primary Responsibility: TRCA/EDC/City

- Determine if the Corridor is better served by one large Redevelopment Area or multiple Redevelopment Areas configured for specific redevelopment projects.

Primary Responsibility: TRCA/EDC/City

K. Improve Public Transportation Routes

- Work with the KCATA to improve public transportation routes to include increased service, particularly north/south routes, as well as an increase in frequency. These routes should respond to the increased "journey to work" demand created by the new Business Park, as well as increased access to new the new Neighborhood Shopping Center.

Primary Responsibility: TRCA with assistance from the EDC/City

L. Consider Business Incubators

- If the opportunity arises, consider the Corridor for the location of a new business incubator.

Primary Responsibility: TRCA with assistance from the EDC/City

M. Improve Land Use Management

- As the Corridor redevelops improve land use management, particularly with regards to the negative impacts by the commercial/industrial uses on the adjacent

housing areas. Use buffering, screening, as well as controls on lighting, outdoor storage and other techniques.

Primary Responsibility: City

- As redevelopment occurs, utilize the city's planned zoning district classifications that will allow for the flexibility needed to deal with land use management issues in a urban corridor environment and provide for the ability to impose the types of criteria necessary to protect both the new uses and the adjacent existing uses.

Primary Responsibility: City

N. Improve the Surrounding Neighborhoods

- Recognize that the health and stability of the surrounding neighborhoods is a fundamental component of the health and stability of the commercial Corridor. Continually evaluate how to involve the surrounding neighborhoods in the revitalization process and benefits.

Primary Responsibility: TRCA, future CID; EDC/City

- Consider the possibilities of using surplus TIF funds (if such funds should be generated from TIF redevelopment projects) and/or raising funds through the CID to establish programs for the adjacent neighborhoods, such as enhanced security, loan fund for housing rehabilitation, street and sidewalk improvements, or enhanced street lighting, for example.

Primary Responsibility: TRCA, future CID; EDC/City

**CITIZEN INPUT FORM
COMMUNITY WORKSHOP TWO
TRUMAN ROAD CORRIDOR STUDY**

We NEED your feedback! Please let us know what you like about the recommendations and what you don't like! Do you have any questions? Did we leave something out that you think is important? Let us know. Please use this sheet to record your thoughts. If you would like to send this in later, please drop it in the mail to:

Mr. Claude F. Page
Development Specialist
Economic Development Projects
414 E. 12th Street
15th Floor, City Hall
Kansas City, MO 64106-2795

Please return this form by Wednesday, August 16.
